



ARLINGTON FINANCE COMMITTEE
MINUTES OF MEETING

2/24/21 7:30 PM

Conducted by Remote Participation - Zoom Meeting

ATTENDEES:

Gibian	p	Padaria	p	Pokress		Kellar	I	McKenna	p
Blundell	p	Wallach	p	Harmer	p	Tosti	p		
Ellis	p	Foskett	p	Deyst	p	Kocur	p		
White		Beck	p	Jones	p	Deshler	p		
Franclemont	p	Howard	p	LaCourt	p	Carman	p	Diggins	p

p Indicates present, I indicates late

Visitors: Minuteman Tech Superintendent Ed Bouquillon, Arlington Minuteman School Committee Member Michael Ruderman

1. INTRODUCTION: Foskett read the rules for the meeting as formulated by Town Counsel based on the Governor's authorization. An important rule is that all votes be by role call. Attendance was taken by roll call.

Note: A vote of "unanimous" means "unanimous vote by all present".

2. MINUTES of 2/22/21 accepted unanimously.

HEARINGS

3. MINUTEMAN Bouquillon, using a file Ref 1, described the budget for next year. The FY 22 operating budget is \$20.7m, an increase of 2.4% from last year. The operating capital budget is \$1.1m, an increase of 68%. The debt service from the building is \$5.8m. The total is \$27.6m. Non assessment revenue is \$8.2m, about the same as last year. This leaves \$19.4m to be assessed to the member towns. A town's assessment is based on a rolling average of the number of students attending in October. Arlington attendance has increased by 43% over the last two years. Our preliminary assessment is \$6,795,456, an increase of \$682k or 11%.

Bouquillon listed the main operating budget changes as 2.25% COLA increases, utility increase of \$263k (expected to be a decrease), maintenance contracts of \$76k, property insurance of \$45k, health insurance of -\$182k (smaller staff), and transportation -\$45K (no trips to Belmont). SPED costs are 12.4% of budget, more than 5 nearby voc tech schools. Most of the debt increase is to pay for the athletic fields that should be completed by fall. Income from renting these fields is expected to pay for periodic replacement of the artificial turf.

Bouquillon answered many questions. There is a wait list for Arlington 9th

graders. Admissions are based on 5, equally weighted criteria. Last year the most popular program was web design. This year in-person learning was 25% of a student's time. They plan to increase it to 50%. Bouquillon also provided a 30 page budget book (Ref 2) that contains more detail and is not focused just on Arlington

4. LONG RANGE PLAN: Kocur presented an informal high level review (Ref 3) of the 3 past overrides using numbers from past FinCom reports. He noted that cost growth rate has increased in recent years. He 3 possible paths for the future, and he noted there may be others. Members made many comments. The services to be lost with cuts must be considered. School enrollment growth predictions should be included. FinCom has participated in Long Range Planning Meetings. A discussion of the role of FinCom in these decisions ensued.

BUDGETS

5. ASSESSOR: FinSubCom Kellar recommended the budget as printed. He pointed out that it is level funded. He will inquire about the status of revaluations and the relatively low actual expenses. Budget tabled

6. PLANNING: This budget was taken off the table. GenGov SubCom reported on his discussion with the Deputy Town Manager about the mismatch between the actual expenses in previous years and the expense budget. He reported that the Town manages to the bottom line. Department Heads are allowed to shift expenses between budget lines. If a budget is not fully expended the left over fund go into free cash and can be used to pay for subsequent year expenses. In the pinion of the Deputy Town Manager, paying attention to a mismatch between actuals and budgets provides an incentive to spend on unneeded things at the end of the year. The Deputy Town Manager suggested that this is a case of micro-management. The Chair said this answer is not responsive, that line-item budget reviews are necessary and can be done without "micromanagement". VOTED \$617,673 17-2 for the budget as printed. See Ref 4 for vote.

7. CONTROLLER: FinSubCom Padaria recommended the budget as printed. He discussed the expenses. He will ask about the telephone actual expense. VOTED \$345,301 Unanimous.

8. WARRANT: Art 13 Jones reported that a cost down the road should be considered by FinCom, but that's up to the Chair. If it means holiday pay for June 19, 2022, that's in the FY 22 budget.

Art15 seems to offer no financial impact.

Art 23 may have an impact. Pooler will confer with IT about any possible expense, and if so, what budget it would need to be in. If these accounts are in Microsoft 365, it would probably be something like \$5/member/month, for at least budget for next spring if this is passed.

15. RESERVE FUND BALANCE: \$1,556,724

The meeting adjourned at 10:00 PM.

Peter Howard
2/25/21
Revised 3/1/21

Ref 1 Minuteman Budget Presentation
Ref 2 Minuteman Budget Book
Ref 3 Long Range Planning Discussion
Ref 4 Planning Budget Vote

February 24, 2021

Edward A Bouquillon PhD
Superintendent-Director

Arlington Finn Comm
20210222



MINUTEMAN REGIONAL FY22 BUDGET

"PREPARING FOR REALITY"

FY22 BUDGET SUMMARY

Operating Budget = **\$20,731,416**
2.4% above FY21

Operating Capital/Debt = **\$1,134,679**
68% above FY21

MSBA Project Debt = **\$5,774,493**
26.3% above FY21

FY22 Revenue Assumptions

Revenue Source	FY21	FY22	Difference
Est. Ch 70 Aid	\$2,095,633	\$1,986,977	-\$108,656
Regional Transportation Aid	\$997,179	\$776,382	-\$200,797
Prior Year Tuition	\$3,048,695	\$2,695,837	-\$352,858
Current Year Tuition	\$600,000	\$1,080,000	\$480,000
Current Year Capital Fee	\$904,023	\$508,033	-\$395,990
Prior Year Capital Fee	0	\$591,967	\$591,967
Certified E&D	\$540,000	\$540,000	0
NON-Assessment Total	\$8,165,530	\$8,179,196	\$13,666
Req'd Member Assessments	\$17,337,416	\$19,461,392	\$2,123,976

FY22 BUDGET: ASSUMPTIONS

- COVID with us for Fall 2021
 - Hybrid Model & Remote Learning continues
 - Safety and Health measures continue
- Reduced or UNKNOWN State & Federal Aid
- Final MSBA project Bond secured
- Student Interest in CTE continues
 - Enrollment is beyond approved design capacity
 - Develop cost-effective plans to increase capacity

ADMISSIONS AND ENROLLMENT #1

	YOG 2021	YOG 2022	YOG 2023	YOG 2024	YOG 2025
Total Applications	235	168	272	390	351*
In District Apps	134	147	225	252	261*
Out of District Apps (Eligible)	101	21	47	94	48*
Out of District Apps (NOT Eligible)	40	49	38	44	42*
In District Waitlist	NA	NA		7	40*
Out District Waitlist	NA	NA		54	90*
Oct 1 Enrollment	145	122	195	179	200 (max)

*As of February 22, 2021

BUDGET PRIORITIES

- Protect Student and Staff Health
- Increase Enrollment Capacity
- Deliver High Quality CVTE
 - Animal Science/Vet Assisting Program
 - Logistics Engineering Expansion
- Close out MSBA Project
- Athletic Fields Construction Management
- Ramp Up Facilities Rental & Revenue

FY22 OPERATING BUDGET DRIVERS

Salary COLA increase \$313,629
(2.25% year 2 of 3-year agreement)

Electrical and Heat utility increase \$263,000

Maintenance Contracts & Field Op increase \$76,386

Property Insurance increase \$44,744

Health Insurance decrease of \$181,781
(-7% due to net FTE reduction)

Transportation decreases \$44,785
(-3% under the FY21 budgeted amount)

Arlington: FY22 Preliminary Assessment

Full Assessment: \$ 6,795,456

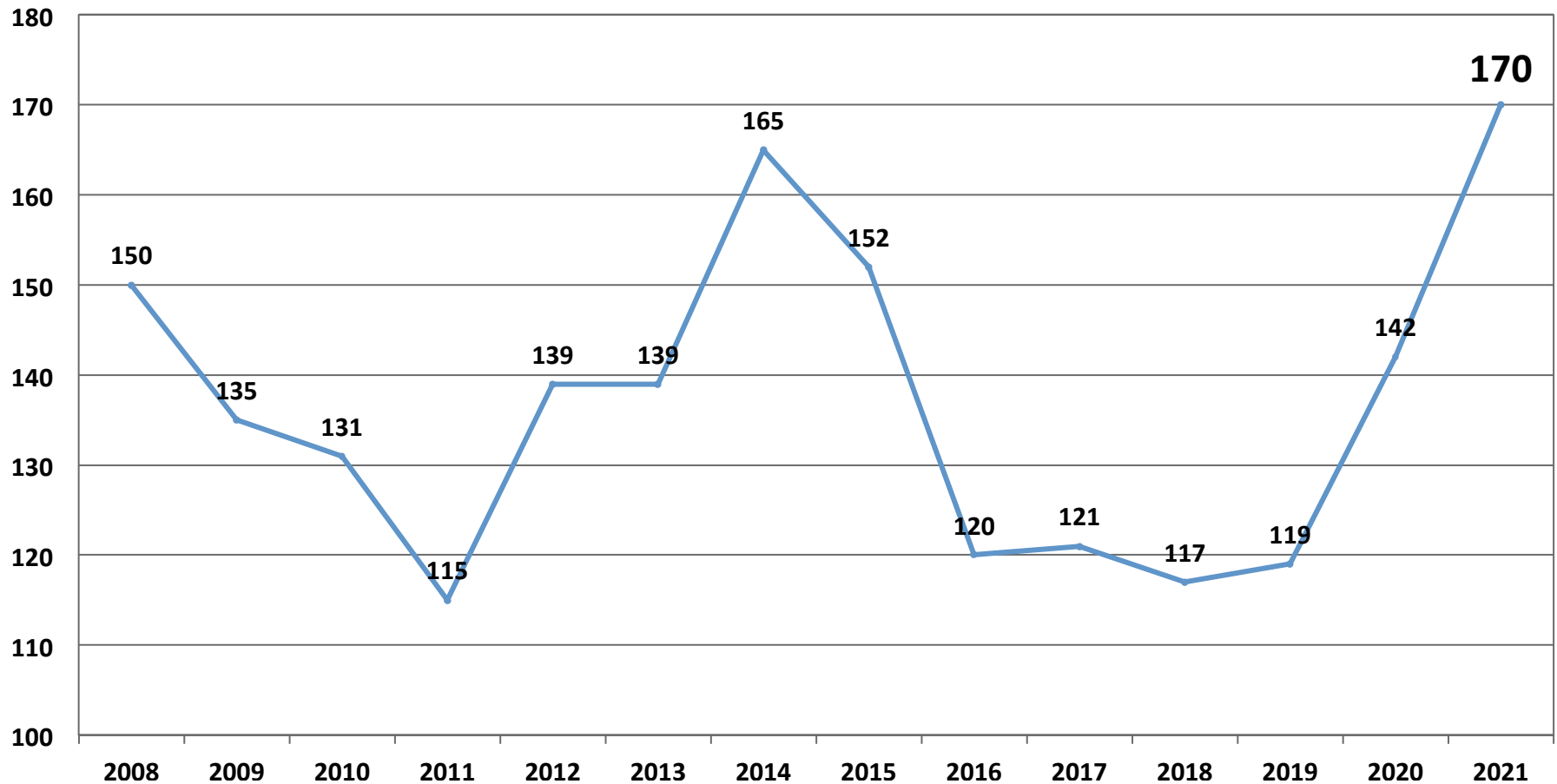
Increase: \$ 682,085

Arlington: Preliminary Assessment

Minimum Required Contribution	\$ 2,419,638
Transportation Assessment	\$ 251,489
Operating Assessment	\$ 2,146,862
Debt & Capital Assessment	<u>\$ 366,502</u>
Sub-Total	\$ 5,184,491
Building Project – Debt Service*	<u>\$ 1,610,965</u>
Total Assessment	<u><u>\$ 6,795,456</u></u>

****Debt service excluded from Prop 2 ½ limitation***

Arlington Historical October 1st Enrollment



SPECIAL EDUCATION ENROLLMENT

Percentage of Special Education Enrollment										
Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Total Enrollment	616	648	711	675	665	624	538	515	602	634
Sp.Ed. Enrollment	287	304	341	344	306	287	281	273	305	290
Sp.Ed. %	47%	47%	48%	51%	46%	46%	52%	53%	51%	46%

Special Education Expenditures Minuteman & Regional Vocational Schools

- **Special Education Costs as a % of FY19 Budget***

– Minuteman Regional	12.4%
– Keefe Tech	12.0%
– Assabet Valley	9.0%
– Shawsheen Valley	7.0%
– Nashoba Valley	7.0%
– Blue Hills Regional	5.0%

*Most recent data posted on DESE Website



MINUTEMAN
A REVOLUTION IN LEARNING

CAPITAL BUDGET FY22

A REVOLUTION IN LEARNING

CAPITAL DEBT INCREASES

- Athletic Fields/ESCO/Renovations:
\$179,542 payment on \$1.9 Million for Athletic Fields Lighting and track, fencing & equipment
- School Building Project – Additional Debt:
\$324,930 for bonding of \$3.8 Million for final MSBA construction close out.
- Capital Stabilization Fund: \$260,000

FY22 OPERATING AND CAPITAL

	FY21	FY22	Difference	% Change
Operating Budget	20,255,561	20,731,416	475,855	2.35%
Capital Equipment/Leases/ Athletic Fields (1)	675,453	1,134,679	459,266	67.99%
Building Project - Debt Service (2)	4,571,932	5,774,493	1,202,561	26.30%
Total Operating & Capital Budget	25,502,946	27,640,588	2,137,642	8.38%

- (1) Athletic Field 10-year bond included in Capital Equipment/Leases/Athletic Fields
- (2) A debt exclusion override was voted on this debt in the following towns: Acton, Arlington, Bolton, Concord, Dover, Lancaster, and Stow.

Athletic Fields & Lighting

- **Timeline**

- Site & Base work Winter 2021
- Construction Spring/Summer 2021
- Substantial Completion October 2021

- **Sustainability**

- \$168,000 annual supplemental allocation to stabilization fund from field rental revolving account (for 10-year synthetic turf replacement cycle)

2021 Photo Voltaic Roof Installation

- **Secures LEED Reimbursement \$2M**
- **Timeline (2021)**
 - Contract Approval January
 - Town Permitting February
 - Mobilization May
 - Construction June - Sept
 - Commercial Operation October
- **Sustainability**
 - 20-year lease purchase with annual savings \$30K



MINUTEMAN
A REVOLUTION IN LEARNING

OPEB

A REVOLUTION IN LEARNING

OPEB Liability

- Current OPEB liability as of June 30, 2020 (Estimated):\$32,473,201
- As of FY16, the district has appropriated \$50,000 annually to an OPEB Reserve Fund
- MM Finance Subcommittee increased FY21 and FY22 appropriation to \$60,000.
- MM Finance Committee long term strategy is to repurpose most, if not all, of the ESCO debt payments (retiring FY25) to OPEB @ \$400K/yr

“Reserve” Fund Activity

- Capital Stabilization
 - Current Balance is \$1,282,629
 - Committed \$1,250,000 for Fields Project.
- OPEB Trust
 - Current balance is \$352,028
 - Appropriated \$50,000 per year first 5 years
 - Appropriated \$60,000 per year FY21 & FY22

OVERALL BUDGET SUMMARY

FY22 Operating & Capital

\$27,640,588

8.4% above FY21

FY22 BUDGET SUMMARY

Operating Budget = **\$20,731,416**
2.4% above FY21

Operating Capital/Debt = **\$1,134,679**
68% above FY21

MSBA Project Debt = **\$5,774,493**
26.3% above FY21

Arlington: Preliminary Assessment

Minimum Required Contribution	\$ 2,419,638
Transportation Assessment	\$ 251,489
Operating Assessment	\$ 2,146,862
Debt & Capital Assessment	<u>\$ 366,502</u>
Sub-Total	\$ 5,184,491
Building Project – Debt Service*	<u>\$ 1,610,965</u>
Total Assessment	<u><u>\$ 6,795,456</u></u>

****Debt service excluded from Prop 2 ½ limitation***



QUESTIONS

E.BOUQUILLON@MINUTEMAN.ORG



RELATED FINANCIAL BACKUP INFORMATION

Operating Revenue:

Per Pupil Non-member Tuition and Fees

• FY21 Tuition*	\$18,400
• FY21 SPED Increment*	\$ 7,400
• FY21 Capital Fee*	\$ 7,778
• Transportation (Avg)	<u>\$ 3,250</u>
	\$ 36,828

FY22 Non-member Estimated \$33,500 - \$37,000

* Approved/Established by DESE

FY22 Per Pupil Assessment

(based on Foundation Enrollment)

Community	Per pupil Assessment
Acton	\$26,680
Arlington	\$27,531
Bolton	\$26,989
Concord	\$28,940
Dover	\$27,196
Lancaster	\$28,913
Lexington	\$28, 599
Needham	\$29,366
Stow	\$26,281

How Much the DISTRICT* Spends Compared to Member District Schools

SCHOOL DISTRICT	REQUIRED NET SCHOOL SPENDING	Amount OVER NSS	NSS as % of FOUNDATION
Dover	\$4,468,986	\$6,321,955	241
Concord	\$18,805,577	\$19,147,061	202
Concord Carlisle	\$14,235,386	\$11,219,969	179
Dover Sherborn	\$11,728,359	\$7,752,306	179
Needham	\$54,000,177	\$36,906,601	168
Lexington	\$74,054,892	\$48,369,652	165
Minuteman RVTHS	\$7,113,011	\$2,242,670	148
Arlington	\$54,985,998	\$19,016,225	136
Acton Boxborough	\$56,905,169	\$19,715,458.34	135
Nashoba	\$31,376,870	\$8,531,315	128

* Most Recent DESE School And District Profiles Data

COVID IMPACTS ON FY21 OPERATING BUDGET

STAFF REDUCTIONS ACTIONED
INCREASED PPE COSTS
TRANSPORTATION ADAPTATIONS
REMOTE LEARNING ADAPTATIONS

- Increased device capabilities

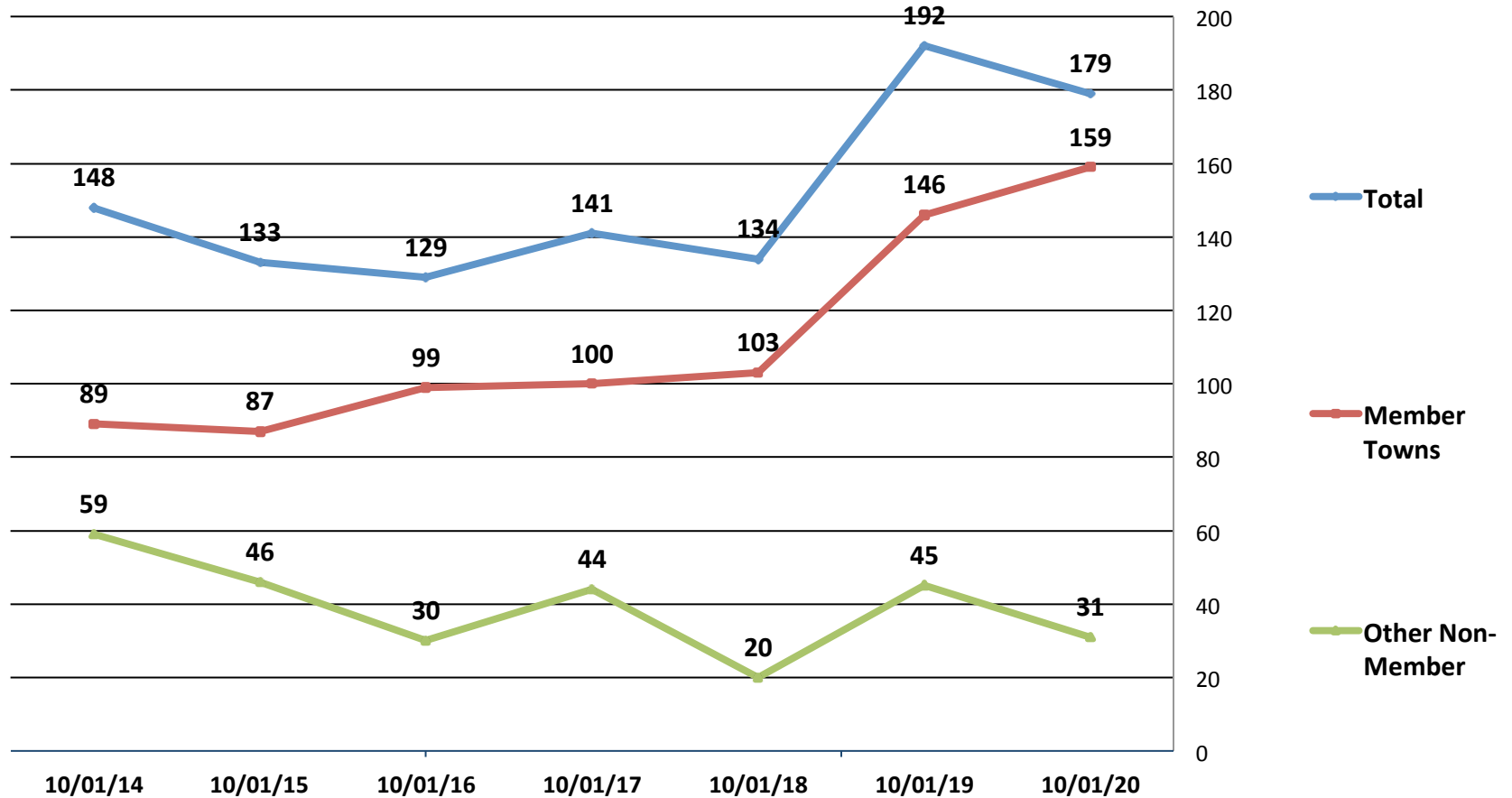
- Remote access support

STUDENT SUPPORT ENHANCEMENTS
OTHER *REQUIRED* PROTOCOLS
ELIMINATION OF COMMUNITY EDUCATION
ZERO FACILITIES/RENTAL INCOME

ENROLLMENT ADMISSIONS PRIORITIES

- Sustain increased member enrollment
- Inform CTE perceptions in Member communities
- Increase video content of Alumni success stories.
- Increase digital content of current student success.
- Increase early Career Development outreach in Middle Schools through the World of Work (WOW) program. April 2021 program for 6th and 7th graders
- Implementation of Increased Capacity plan

Freshmen Enrollment



Arlington: FY22 Preliminary Assessment

Full Assessment: \$ 6,795,456

Increase: \$ 682,085



Fiscal Year 2022 Proposed Budget

TABLE OF CONTENTS

Cover Page	
Table Of Contents	2
District Leadership	3
FY22 Executive Summary	4
Budget Principles and Priorities	6
Highlights	8
Total Enrollment - 2014 to 2020	9
In District Applications	10
Historical Enrollment	11
FY22 Debt/Capital Allocation	12
FY22 Assessment to Member Towns	13
2021-2022 Proposed Changes	14
Supplementary Financial Information Cover Page	17
Summary of All Funds	18
FY22 Revenue Plan by Funding Source	19
FY21 FY22 Revenue Difference	20
Grant Funding - FY16-FY21	21
Stabilization Fund	22
FY22 Proposed Budget by State Function Code	23
FY22 Budget by Expense	24
FY22 Estimated Revenue Plan	25
FY22 Operating Assessment Formula	26
FY22 Debt & Capital Assessment Formula	27
Glossary	29

Non-Discrimination. Minuteman Regional Vocational Technical School District does not discriminate on the basis of race, color, national origin, sex, disability, religion, sexual orientation, or gender identity in its programs or activities, including its admissions and employment practices. The School district does not tolerate harassment or discrimination. An individual has been designated to coordinate compliance under Title IX and Section 504 and may be contacted through the Superintendent's Office, 758 Marrett Road, Lexington MA 02421, (781)861-6500, ext. 7360

DISTRICT LEADERSHIP

SCHOOL COMMITTEE			
Acton	Pam Nourse, Chair	Lancaster	Jennifer Leone
Arlington	Michael Ruderman	Lexington	Judith Crocker
Bolton	David O'Connor	Needham	Jeffrey Stulin, Vice Chair
Concord	Steve Ledoux	Stow	Alice DeLuca, Secretary
Dover	Ford Spalding		
ADMINISTRATION LEADERSHIP TEAM		DEPARTMENT & CLUSTER LEADS	
Superintendent-Director	Edward Bouquillon Ph.D.	Engineering, Construction Trades Academy	Al St. George
Assistant Superintendent	Amy Perreault, Ed.D.	Engineering, Construction Trades Academy	Joe Joncas
Principal	George Clement	English	Greg Donovan
Assistant Principal	Brian Tildsley	Humanities	Connie Maynard
Assistant Principal for Admissions	Anthony Chiariello	Life Sciences & Services Academy	Sarah Ard
Director of Career & Technical Education	Kathleen Bouchard	Mathematics	John Fusco
Assist. Director of Career & Technical Education	Eugene DiPaolo	Science	Eric Marshall
Director of Communications	Daniel O'Brien	Life Sciences & Services Academy	Cynthia DeMaio
Director of Facilities	Richard Ikonen	Special Education	Ashley Pisapia
Director of Finance	Robert J. Gerardi Jr., Ph.D.	Guidance	Diane Dempsey
Director of Technology	Victor Woodroffe	Special Education	Michael Guarino
Executive Director, Minuteman Technical Institute	Nancy Houle, Ph.D		

EXECUTIVE SUMMARY

FY22 Budget – Overview

The Minuteman Regional Vocational Technical School District FY22 budget reflects new challenges post pandemic. Our budget theme is "Preparing for Reality". This FY22 budget funds the health and safety of students and staff, delivers high quality career and technical education (CTE), and seeks to invest in increasing student capacity in order to waiting lists and increase state reimbursements.

Debt Service: Seven of the nine-member towns supporting the construction project (Acton, Arlington, Bolton, Concord, Dover, Lancaster, and Stow) voted a Proposition 2 ½ debt exclusion override to fund their assessment share of the project. The other two member districts (Lexington and Needham) are funding debt through their general funds. The FY22 budget includes an estimated final construction borrowing of approximately \$3,800,000 as well as borrowing of approximately \$1,900,000 for lighting of the athletic fields. We have conservatively projected an interest rate of 1.75% for the final borrowing but are hopeful that the rate will be lower in the current financial environment.

Our district worked with the state to establish a per-student capital fee from non-member districts. We apply the revenue from the capital fees to offset debt assessments to our member towns. This will continue as long as we have non-member enrollment. In FY22 we will use “current year” fees collected in FY22, as well as “prior year” fees, collected and not expended in FY21 to reduce the capital costs to member towns.

The majority of the increase to the FY22 budget is the debt service increase of \$1,202,561 (a 26.30% increase over the previous year’s debt service). This debt service amount was predicted in 2016 as the MSBA project approval process moved forward.

Instructional Expenses: FY22 will include a 5.0 FTE net reduction in staff. Most of this reduction is in support staff and will not impact instruction. This budget incorporates the expansion of the 18 program majors currently, to 19 program majors in FY22 . The additional major is Animal Science/Vet Assisting.

Robust technology upgrades for remote learning have been included in the FY22 budget. We continue to seek Coronavirus Relief Fund (CvRF) grants to help supplement the increased needs in technology and will do so in future federal stimulus programs.

Our member district applications have continued to increase every year for the last four years. Member district applications have provided large freshmen classes the past two years. In September of 2020 we surpassed the design enrollment of 628 and welcomed a total of 634 students. We are on track to exceed 670 students in September 2021. In-district students and many out-of-district students were on waiting lists to attend Minuteman last spring. This will be the case again as applications are actually ahead of last year’s numbers. The district is exploring cost effective ways to increase student capacity in an effort to end waiting lists and provide all eligible students access to high quality career and technical education.

EXECUTIVE SUMMARY

Facilities Expenses: Facilities management continues to require significant monitoring and assessment as we live in our new building. Due to the school closure and then a COVID hybrid school opening, we have not had a typical year of utility usage data to project expenses accurately. We have had significant increases in electricity and heat expenses in FY21 and are projecting those increases in the FY22 budget to be conservative. The new facility has a computer based management systems that will help us track and project utility usage once we have a “normal” year.

The administration is committed to pro-actively maintain this facility to exceed its design life of 50 years. This FY22 budget includes costs associated with maintenance contracts for new equipment and systems, as well as continuing to outsource our night time cleaning staff. FY22 represents the third year of this outsourced model. This outsourcing has provided excellent service and has reduced costs as projected in 2019. The savings have been somewhat less as cleaning requirements have increased during COVID.

The FY22 budget anticipates the completion of the athletic fields and supports equipment and training to manage synthetic turf fields satisfactorily .

Other Fiscal Matters: Transportation and health insurance are two areas where we will see decreases in our expenses. The FY21 transportation bid came in lower than budgeted. Health insurance expenses will decrease due to the 5.0 FTE reduction in staffing, as well as a combination of reduced claims and usage due to the pandemic. Minuteman is a member of the Mass Bay Health trust, which is projecting “reasonable” increases in rates.

The increase in the operating assessment is 2.4%.

The construction borrowing and borrowing for the athletic field lighting will increase the total operating and capital budget by 8.4%.

Total assessments to member towns will be an increase of 12.3%

BUDGET PRINCIPLES AND PRIORITIES

FY22 Budget Principles

This budget protects student and staff health, delivers high quality career and technical education (CTE) and seeks to increase student capacity to eliminate waiting lists and increase state reimbursements.

FY22 Budget Priorities

Instructional delivery and professional development support our academy model.

Minuteman is organized around two (2) academies; Engineering, Construction and Trades Academy (11 Program Majors) and the Life Sciences and Services Academy (7 Program Majors). Once a student majors in 9th grade, they stay in their career major through grade 12. This promotes a more personalized and supportive learning environment and develops strong relationships between students, their peers and teachers.

Academies integrate the rigorous academic courses with relevant career and technical courses organized around a career theme. Traditional courses are combined with occupation-related classes that focus on the academy's career theme. Students take other elective classes outside the career academy structure.

Career academies establish partnerships with local employers to strengthen connections between school and work, and to provide students with a range of career development and work-based learning opportunities.

Academies are characterized by strong working relationships among teachers, business partners, students and parents. These core elements have been demonstrated to improve attendance, grade point average (GPA), college acceptance, job placement, and higher graduation rates.

9th Grade Math and English (180 Program): We will be entering our 12th year of a dedicated 9th grade counselor, and the delivery of daily English and Math classes to all freshmen. This has had a positive impact on student performance.

Reading Support: Minuteman will continue to offer rigorous college preparatory level academics to all students. Given the number of students requiring accommodations in their academic programs, we are continuing to provide reading support in academics and career and technical education programs.

Career and Technical Programs and Staffing: The Academies are characterized by strong working relationships among teachers, business partners, students and parents. The district has been successful over the last four years in obtaining equipment grants of over \$1.3M which helped launch the Advanced Manufacturing program and enhance programs such as Metal Fabrication & Welding.

Animal Science/Vet Assisting program will begin with Animal Science exploratory and freshmen year curriculum.

A recent capital grant of \$300,000 has equipped our warehouse space with state-of-the-art logistics and engineering equipment. We will also be adding an FTE to support the expansion of the Robotics/Automation program into logistics engineering.

BUDGET PRINCIPLES AND PRIORITIES

Special Education: Minuteman has one of the highest percentage of students receiving Special Education services of any public high school in Massachusetts. Approximately 47% of the students at Minuteman are receiving services. The state average is about 18%. Our co-teaching model and small group support has helped our students improve MCAS results and post-graduation success.

Minuteman will continue to support the emotional health of all students through direct support, small group work, and classroom-based interventions and supports. Professional development for all staff has been provided around student's social and emotional health and wellbeing. The Student Learning Center is available to assist students with section 504 accommodation plans, and those students who have been identified and needing RTI (Response to Intervention) services. The Student Learning Center provides student time to receive support on their academics with special educators. Minuteman has relationships with community partners that are able to provide mental health support to our students and families.

Admissions, Recruitment, Enrollment, and Retention: The Admissions Office continues its effort to increase in-district and overall enrollment. 90% of the class of 2024 is member town students. Despite the pandemic, applications from member towns is at an all-time high. The Admissions Office has been responsive in coordinating information sessions, social media, print, and direct marketing, along with in-person events, which have been severely limited due to the pandemic. The Admissions Office is focusing on increasing enrollment in underrepresented member towns, while working to amplify the success stories of its alumni to change the narrative around CTE. Our message remains consistent, with the focus of attracting and retaining "the right student, in the right program, for the right reason."

Instructional Technology: The proposed budget continues to address the necessary components to support the use of technology. A goal of this budget is to advance the use of technology to enhance digital learning and support secure operations. Academic and career majors will use and access electronic resources. Minuteman uses Office 365 school-wide which embraces the cloud-based use of software and data storage.

One-to-One Program: With the assistance of our Digital Learning Curators, the district supports "mPOWER" as Minuteman High School's one-to-one program for all students. Students are assigned an individual laptop computer to be used throughout their enrollment at Minuteman.

Senior Project and Portfolios: All students at Minuteman will complete a senior project and portfolio prior to graduation. The senior project is a professional crafted presentation of student's technical knowledge and research skills. The presentation is given to their classmates, instructors, and experts from industry. Portfolios document 4 years of student's accomplishments at Minuteman highlighting their academic success, career training, extracurricular activities, and awards. These two projects prepare students with necessary skills to successfully enter the workforce.

Schoolwide Safety & Security: Our facility includes a state-of-the-art single point entry system. This office is staffed throughout the school year both during the school day and in the evenings. Each person who visits the campus must pass through our central door and be processed through our ID credentialing system. Costs associated with technology; training and staffing will increase this year, especially in a fully occupied post-Covid-19 building. Educational and professional development training for students and staff are also vital components to safety and security and come at an expense as well.

HIGHLIGHTS

CLASS OF 2020 ACHIEVEMENTS

•Class of 2020 - 54% college bound, 25% career bound, 2% military and 2% advanced technical training and 6% other.
•100% of the Early Education and Care students achieved the Mass. Department of EEC Certification in Pre-School and Infant Toddler and 100% American Red Cross Adult/Pediatric-First Aid/CPR/AED
•86% of Environmental Technology students received their OSHA 10, OSHA 40 HAZWOPER, and First Aid/CPR. 100% received Confined-Space Entry certifications
•100% of the Class of 2020 Biotechnology students were CPR/BLS and OSHA certified.
•38% of Welding students passed AWS D1.1 Certification test *
•33% of Culinary Arts/Hospitality students passed the ServSafe Food Handler Certification and the American Red Cross CPR Certification.*
•100% of Horticulture students pass OSHA Construction, Safety and Health and CPR.
•100% of Health Assisting students are certified in CPR/First Aid and OSHA 10 for Health care, 80% Pass for CNA Certification.
•100% Cosmetology test takers passed Sp2 Safety Certification
Rouaa Alwaz (Watertown), Valedictorian, is attending UMass Boston. Jack Ryan (Lexington), Salutatorian, is attending Stonehill College.

*Percentages lower due to COVID-19 closure.

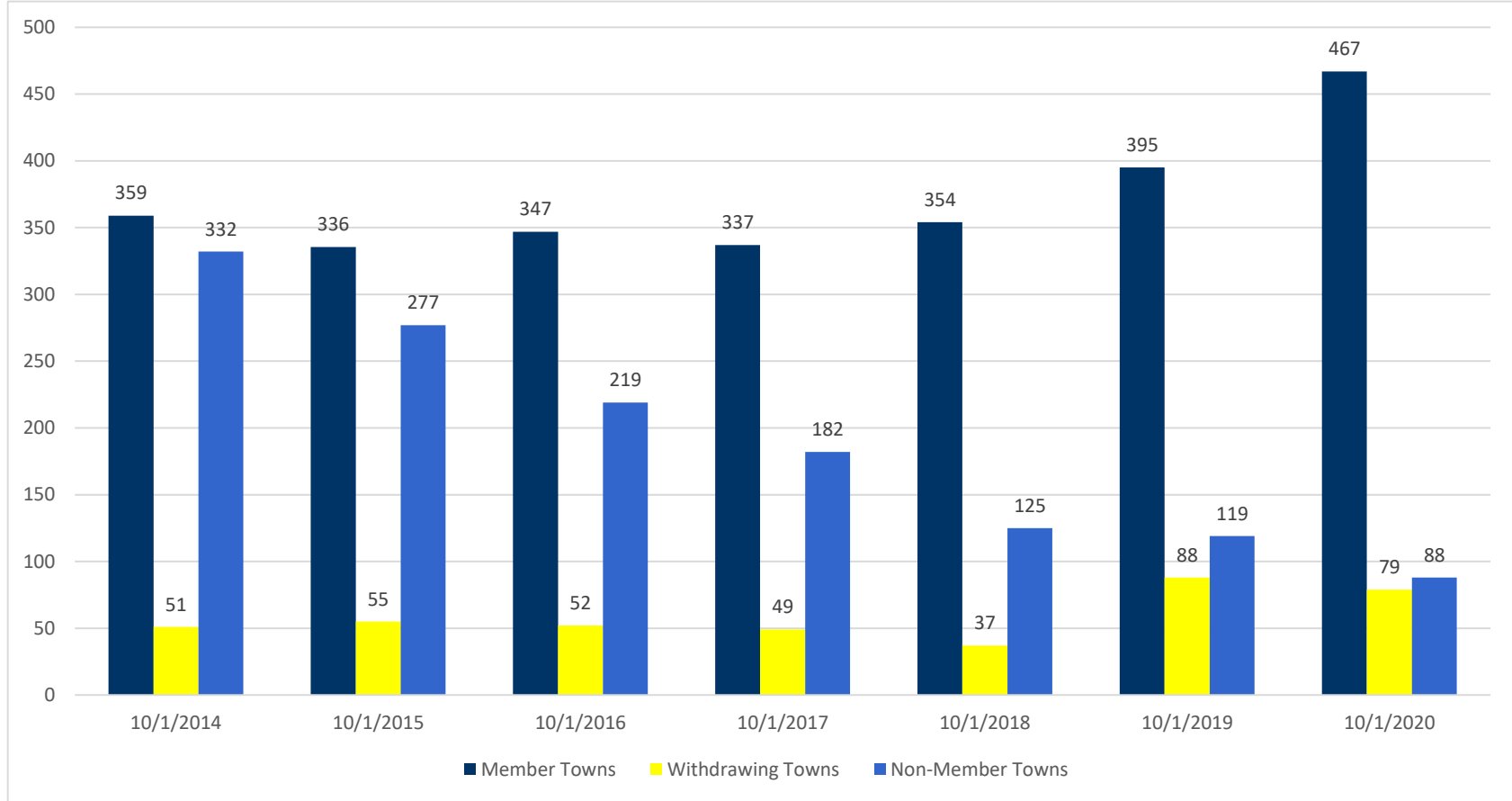
GRADUATE PLACEMENT

	2014	2015	2016	2017	2018	2019	2020
Number of Graduates	148	170	149	166	127	115	121
4 Year College	44%	20%	46%	41%	41%	44%	41%
2 Year College	23%	13%	23%	24%	21%	19%	13%
Employed	19%	24%	25%	29%	29%	33%	25%
Military	7%	4%	2%	3%	5%	0%	2%
Advanced Technical Training	1%	13%	3%	2%	3%	3%	2%
Other	6%	11%	1%	1%	1%	1%	6%
Total Positive Placement	94%	74%	99%	99%	99%	99%	83%

COLLEGE AND UNIVERSITY ACCEPTANCES 2020

Anna Maria College, Assumption College, Bard College, Becker College, Brigham Young University - Idaho, Bunker Hill Community College, Castleton, Champlain College, Culinary Institute of America – NY, Clarkson University, Connecticut College, Curry College, Drexel University, Eckerd College, Elizabeth Grady, Elms College, Emmanuel College, Endicott College, Fitchburg State University, Florida Gulf Coast, Framingham State, University, Franklin Pierce University, Grand Canyon University, Keene State, Lesley University, Mass Art, Mass Bay Community College, Mass. College of Liberal Arts, Mass. College of Pharmacy and Health Sciences, McGill University, Merrimack College, Middlesex Community College, Montserrat College of Art, Mount Wachusett Community College, National Aviation Academy, New College of Florida, Nichols College, Norwich University, North Shore Community College, Plymouth State University, Queens University, Regis College, Rochester Institute of Technology, Roger Williams University, Salem State University, Savannah College of Art and Design, School of Visual Arts - NY, Simmons University, Southern NH University, St. Michael's College, Stonehill College, Syracuse University, Unity College, University of California Riverside, UC Berkeley, University of Mass. Amherst, UMass Boston, UMass Dartmouth, UMass Lowell, University of Maine, University of Southern Maine, University of New England, University of New Hampshire, University of New Haven, University of Nevada, University of Southern California Santa Cruz, Virginia Commonwealth University, Wentworth Institute of Technology, Westfield State University, Worcester Polytechnical Institute, and Worcester State University.

TOTAL ENROLLMENT 2014 to 2020



IN DISTRICT APPLICATIONS

Recruitment Year	District Applications
2018-2019 October 2018 to September 2019 Freshmen Class of 2023	157
2019-2020 Member Town Applications as of January 4, 2020 Freshmen Class of 2024	197
2020-2021 Member Town Applications as of January 4, 2021 Freshmen Class of 2025	216



HISTORICAL ENROLLMENT - OCTOBER 1st CENSUS

	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19		FY20	FY21
TOWN	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	*	2019	2020
Acton	36	33	28	23	31	30	21	26	30	33	35	35	32		36	59
Arlington	169	150	135	131	115	139	139	165	152	120	121	115	119		142	170
Bolton	7	11	11	7	10	10	10	11	10	9	11	11	11		13	15
Concord	27	20	24	26	22	18	10	7	16	17	21	18	25		25	25
Dover	3	1	0	1	1	2	2	1	3	2	1	1	0		3	4
Lancaster	28	29	26	27	23	19	22	27	32	39	38	47	47		54	56
Lexington	54	67	81	79	89	68	65	52	42	52	55	52	52		62	71
Needham	29	18	19	17	26	34	27	35	24	25	21	20	21		24	27
Stow	44	40	25	25	29	23	26	22	19	13	16	16	19		36	40
Belmont	24	31	33	38	41	41	34	31	31	26	28	22	28		44**	45
Boxborough	12	12	13	14	16	8	6	5	5	7	4	6	6		6	4
Carlisle	8	7	8	8	5	7	9	12	8	5	4	2	2		3	3
Lincoln	5	4	2	3	4	4	4	6	6	11	8	11	10		8	8
Sudbury	12	11	13	10	18	11	18	22	25	25	22	19	11		14	7
Wayland	18	18	18	19	12	13	12	11	4	2	7	8	7		10	10
Weston	3	3	2	2	3	3	4	4	3	5	7	3	1		3	2
Total Member Towns	479	455	438	430	445	430	409	437	410	391	347	337	354		395	467
Withdrawing Towns											52	49	37		88	79
Non-Member Towns	245	245	260	250	309	355	340	356	332	277	219	182	125		119	88
TOTAL	724	700	698	680	754	785	749	793	742	668	618	568	516		602	634

*Occupancy of new school facility

**Not included in FY21 Reimbursement Calculations

In District In-district until FY17

In-district FY18-FY20

In-district FY21 and Going Forward

Minuteman Regional High School District

FY22 Budget

FY22 Debt/Capital Allocation

FY22 - Debt/Capital Allocation By Purpose				
<u>Purpose</u>	<u>ESCO Lease-Prior to 12/10/2015</u>	<u>Capital/Leases</u>	<u>Sch. Proj.Debt</u>	<u>TOTAL FY22 DEBT/CAPITAL</u>
Building Improvements (Maint. & Equip.)		5,000		5,000
Copier Leases		65,000		65,000
\$36M Const. Bond - Debt Service Due			2,008,731	2,008,731
\$46M Const. Bond - Debt Service Due			2,876,769	2,876,769
Principal & Interest Payment - ESCO Lease	535,137			535,137
5.9M Final Const. + Fields Debt Service Est.		179,542	324,930	504,472
\$5M - BANs			-	-
\$12M Const. Bond - Debt Service Due (est.)			564,063	564,063
Stabilization Fund		350,000		350,000
Less: Prior Year Capital Fee Revenue			(591,967)	(591,967)
Less: Current Year Capital Fee Revenue			(508,033)	(508,033)
<u>Total - Debt & Capital</u>	535,137	599,542	4,674,493	5,809,171
Allocation of Debt/Capital by Town				
<u>Member Towns:</u>				
Acton	55,489	57,627	449,303	562,418
Arlington	159,883	206,619	1,610,964	1,977,467
Bolton	14,107	21,768	169,722	205,598
Concord	23,512	48,484	378,019	450,015
Dover	4,702	10,550	82,260	97,513
Lancaster	52,667	69,453	541,510	663,631
Lexington	66,775	97,890	763,227	927,892
Needham	25,393	43,499	339,153	408,045
Stow	40,441	43,651	340,335	424,426
<u>Towns Withdrawal effective July 1, 2017</u>				
Boxborough	4,702	-	-	4,702
Carlisle	4,702	-	-	4,702
Lincoln	7,524	-	-	7,524
Sudbury	20,691	-	-	20,691
Wayland	6,583	-	-	6,583
Weston	6,583	-	-	6,583
<u>Towns Withdrawal effective July 1, 2020</u>				
Belmont	41,381	-	-	41,381
Total Debt-Capital	535,137	599,542	4,674,493	5,809,172
NOTE: Of the 9 member towns, 7 communities have voted an exclusion override (shaded in grey). The other two communities are funding this debt through general funds.				

PRELIMINARY FY22 ASSESSMENT TO MEMBER TOWNS

	Enrollment (Rolling 4 yr. Average)	Minimum Required Contribution	School Choice	Transportation Assessment	Remaining Operation Assessment	Capital/Debt Service	Total Budget Assessment	Total FY22 Assessment	Total FY21 Assessment	Difference
ACTON	40.75	\$ 891,059	\$ 19,091	\$ 75,216	\$ 642,089	\$ 562,418	\$ 2,189,873	\$ 2,189,873	\$ 1,732,983	\$ 456,890
ARLINGTON	136.25	\$ 2,419,638	\$ -	\$ 251,489	\$ 2,146,862	\$ 1,977,467	\$ 6,795,456	\$ 6,795,456	\$ 6,113,371	\$ 682,085
BOLTON	12.00	\$ 247,580	\$ -	\$ 22,149	\$ 189,081	\$ 205,598	\$ 664,408	\$ 664,408	\$ 591,917	\$ 72,491
CONCORD	23.00	\$ 434,410	\$ -	\$ 42,453	\$ 362,406	\$ 450,015	\$ 1,289,284	\$ 1,289,284	\$ 1,213,873	\$ 75,411
DOVER	2.00	\$ 73,580	\$ -	\$ 3,692	\$ 31,514	\$ 97,513	\$ 206,298	\$ 206,298	\$ 137,416	\$ 68,882
LANCASTER	52.00	\$ 703,811	\$ -	\$ 95,981	\$ 819,353	\$ 663,631	\$ 2,282,776	\$ 2,282,776	\$ 2,195,473	\$ 87,303
LEXINGTON	59.38	\$ 1,156,993	\$ -	\$ 109,594	\$ 935,559	\$ 927,892	\$ 3,130,038	\$ 3,130,038	\$ 2,863,147	\$ 266,891
NEEDHAM	22.50	\$ 426,184	\$ -	\$ 41,530	\$ 354,528	\$ 408,045	\$ 1,230,287	\$ 1,230,287	\$ 1,099,935	\$ 130,352
STOW	28.25	\$ 659,105	\$ -	\$ 52,144	\$ 445,129	\$ 424,426	\$ 1,580,804	\$ 1,580,804	\$ 1,286,053	\$ 294,751

2021-2022 PROPOSED CHANGES

	A	B	C	D	E	F	G
1	Function	Description	FY21 Budget	FY22 Proposed Budget	FY22 Proposed +/- FY21 Budget	% Change	Description
2	1110	FUNC: School Committee - 1110	\$14,500	\$33,500	\$19,000	131.03%	Consultants & MASC Dues
3	1210	FUNC: Superintendent - 1210	\$457,360	\$440,540	-\$16,820	-3.68%	Reduced Travel
4	1230	FUNC: Other District Administr - 1230	\$223,500	\$251,810	\$28,310	12.67%	Consolidated Admissions/Recruitment/Communications
5	1410	FUNC: Business & Finance - 1410	\$383,487	\$364,069	-\$19,418	-5.06%	Reduced Travel & supplies
6	1420	FUNC: Personnel & Benefits - 1420	\$161,603	\$154,803	-\$6,800	-4.21%	
7	1430	FUNC: Legal Services - 1430	\$75,000	\$70,000	-\$5,000	-6.67%	Reduction based on actuals and projected
8	1435	FUNC: Legal Settlements - 1435	\$0	\$0	\$0	0.00%	
9	1450	FUNC: Districtwide Technology - 1450	\$318,140	\$388,581	\$70,441	22.14%	Increase remote learning support
10	SUB-TOTAL-1000		\$1,633,590	\$1,703,303	\$69,713	4.27%	
11	2110	FUNC: DW SPVS Curric Directors - 2110	\$461,002	\$625,725	\$164,723	35.73%	Re-alignment of Clerical Support
12	2120	FUNC: DW Non-Supv Dept Heads - 2120	\$0	\$0	\$0	0.00%	
13	2210	FUNC: Principal/Asst. Principal - 2210	\$730,366	\$726,141	-\$4,225	-0.58%	
14	2220	FUNC: Sch Curric/Dept Leaders - 2220	\$0	\$0	\$0	0.00%	
15	2250	FUNC: Building Technology - 2250	\$140,000	\$65,000	-\$75,000	-53.57%	COVID Purchasing in FY21 Reduce FY22 Need
16	2300	FUNC: Teaching Services - 2300	\$6,935,965	\$7,249,594	\$313,629	4.52%	CBA 2.25% COLA (minus 5.0 FTE net Reductions)
17	2310	FUNC: Teachers/Pull-Out Instru - 2310	\$787,825	\$749,612	-\$38,213	-4.85%	
18	2315	FUNC: Instruction Coordinators/Team Leads - 2315	\$21,019	\$5,588	-\$15,431	-73.42%	Re-alignment of Mentor Teachers
19	2320	FUNC: Medical Therapeutic Svc - 2320	\$80,000	\$80,000	\$0	0.00%	
20	2325	FUNC: Substitute - 2325	\$95,000	\$95,000	\$0	0.00%	
21	2330	FUNC: Paraprofess & Assistants - 2340	\$270,932	\$172,045	-\$98,887	-36.50%	Reduction of 3.0 FTE Paras/Aides
22	2340	FUNC: Librarians/Media Ctr Dir - 2340	\$133,278	\$145,673	\$12,395	9.30%	
23	2355-57	FUNC: Professional Development - 2350	\$83,460	\$68,000	-\$15,460	-18.52%	Reduced Travel and Re-alignment
24	2410	FUNC: Texts/Multi-Media Adopti - 2410	\$42,000	\$60,290	\$18,290	43.55%	Increased enrollment related
25	2415	FUNC: Other Instructional Materials - 2415	\$17,000	\$16,500	-\$500	-2.94%	
26	2420	FUNC: Instructional Equipment - 2420	\$40,200	\$29,000	-\$11,200	-27.86%	Utilizing Grant funds
27	2430	FUNC: Instructional Supplies - 2430	\$218,983	\$170,691	-\$48,292	-22.05%	FY21 Carry over and pre-purchasing
28	2440	FUNC: Other Instruct Services - 2440	\$72,270	\$100,911	\$28,641	39.63%	Increased enrollment related
29	2450-2455	FUNC: Instruc Technology - 2450	\$84,615	\$146,135	\$61,520	72.71%	Increased enrollment related
30							

2021-2022 PROPOSED CHANGES

	A	B	C	D	E	F	G
31	Function	Description	FY21 Budget	FY22 Proposed Budget	FY22 Proposed +/- FY21 Budget	% Change	Description
32	2710	FUNC: Guidance/Adjust Counselo - 2710	\$443,951	\$387,392	-\$56,559	-12.74%	Net reduction in 1.0 FTE Clerical
33	2720	FUNC: Testing & Assessment - 2720	\$22,400	\$23,000	\$600	2.68%	
34	2800	FUNC: Psychological Services - 2800	\$189,299	\$198,280	\$8,981	4.74%	
35	SUB-TOTAL-2000		\$10,869,565	\$11,114,577	\$245,012	2.25%	
36	3100	FUNC: Attendance Services - 3100	\$0	\$0	\$0	0.00%	
37	3200	FUNC: Medical/Health Services - 3200	\$169,321	\$165,103	-\$4,218	-2.49%	
38	3300	FUNC: Pupil Transportation - 3300	\$1,515,415	\$1,470,630	-\$44,785	-2.96%	Accepted Bid lower than estimate
39	3350	FUNC: Transport. Rental - 3350	\$0	\$0	\$0	0.00%	
40	3370	FUNC: Regular Transportation - 3370	\$0	\$0	\$0	0.00%	
41	3400	FUNC: Food Services - 3400	\$25,000	\$30,000	\$5,000	20.00%	Revenue reduced - COVID
42	3510	FUNC: Athletics Services - 3510	\$387,004	\$329,078	-\$57,926	-14.97%	Reduced Transportation and Field rentals
43	3520	FUNC: Other Student Activities - 3520	\$128,656	\$109,205	-\$19,451	-15.12%	Reduced and remote activities
44	3600	FUNC: Security Services - 3600	\$77,000	\$81,970	\$4,970	6.45%	MTI and weekend support
45	SUB-TOTAL - 3000		\$2,302,396	\$2,185,986	-\$116,410	-5.06%	
46	4110	FUNC: Custodial Services - 4110	\$261,220	\$271,057	\$9,837	3.77%	
47	4120	FUNC: Heating - 4120	\$90,000	\$170,000	\$80,000	88.89%	Projected
48	4130	FUNC: Utility Services - 4130	\$427,000	\$610,000	\$183,000	42.86%	Projected
49	4210	FUNC: Maintenance Of Grounds - 4210	\$128,000	\$142,742	\$14,742	11.52%	Athletic Fields completed
50	4220	FUNC: Maintenance Of Buildings - 4220	\$539,852	\$644,339	\$104,487	19.35%	Increase HVAC and related equipment maint contracts
51	4230	FUNC: Maintenance Of Equipment - 4230	\$28,000	\$28,000	\$0	0.00%	
52	4300	FUNC: Extraordinary Maintenanc - 4300	\$0	\$0	\$0	0.00%	
53	4400	FUNC: Netwrk & Telecommun - 4400	\$206,113	\$208,026	\$1,913	0.93%	
54	4450	FUNC: Technol Maintenance - 4450	\$0	\$0	\$0	0.00%	
55	SUB-TOTAL -4000		\$1,680,185	\$2,074,163	\$393,978	23.45%	

2021-2022 PROPOSED CHANGES

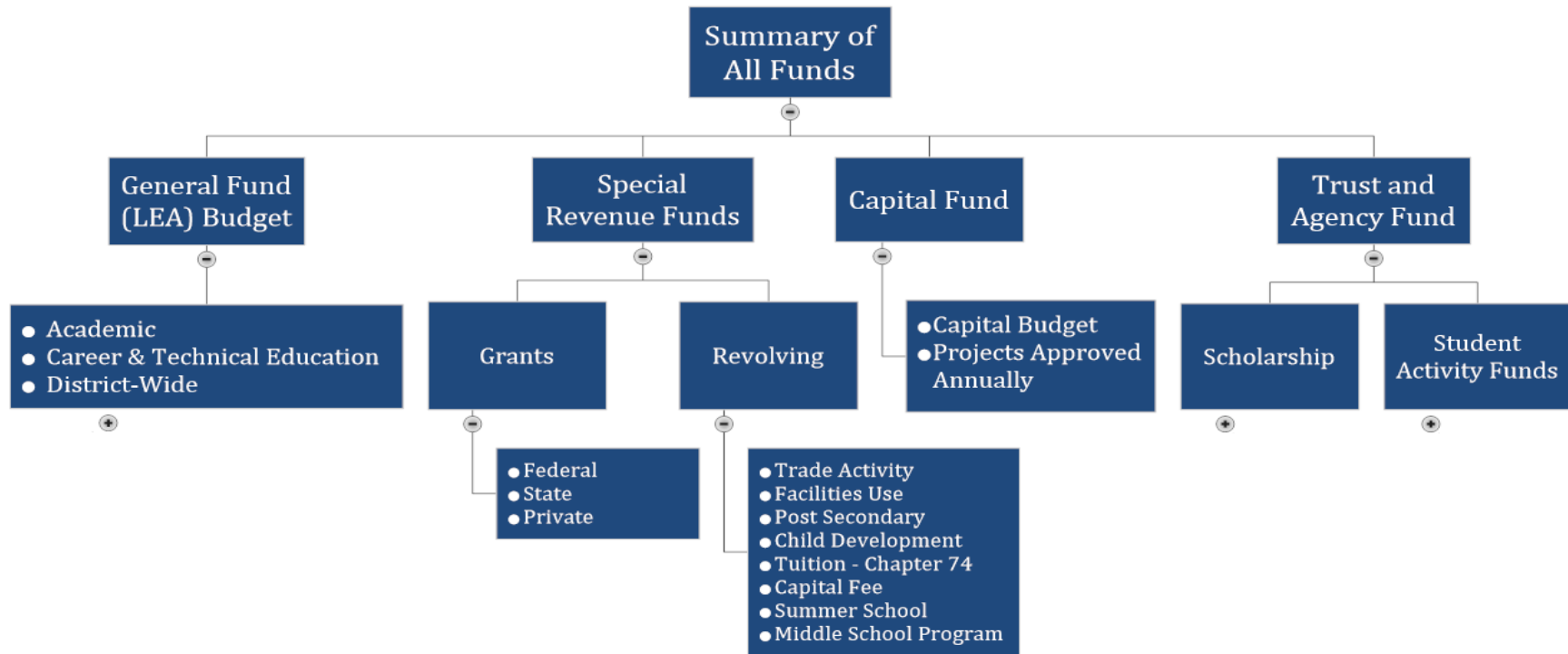
	A	B	C	D	E	F	G
56	Function	Description	FY21 Budget	FY22 Proposed Budget	FY22 Proposed +/- FY21 Budget	% Change	Description
57	5100	FUNC: Employee Retirement - 5100	\$326,600	\$356,700	\$30,100	9.22%	Per PERAC funding schedule
58	5200	FUNC: Insurance Programs - 5200	\$2,585,699	\$2,410,063	-\$175,636	-6.79%	Decrease in health insurance due to 5.0 FTE reduction
59	5250	FUNC: Retiree Insurance - 5250	\$616,507	\$610,862	-\$5,645	-0.92%	
60	5260	FUNC: Other Non-Employ Insuran - 5260	\$117,019	\$161,763	\$44,744	38.24%	
61	5300	FUNC: Rental/Lease Of Equipment - 5300	\$30,000	\$10,000	-\$20,000	-66.67%	Lease ended in FY21 for Copier
62	5400	FUNC: Debt Service - Rans - 5400	\$0	\$0	\$0	0.00%	
63	5500	FUNC: Other Fixed Charges - 5500	\$4,000	\$4,000	\$0	0.00%	
64	SUB-TOTAL - 5000		\$3,679,825	\$3,553,389	-\$126,436	-3.44%	
65	6200	FUNC: Community Service - 6200	\$80,000	\$80,000	\$0	0.00%	
66	SUB-TOTAL - 6000		\$80,000	\$80,000	\$0	0.00%	
67	7200	FUNC: Acq & Improve Of Build - 7200	\$90,000	\$355,000	\$265,000	294.44%	Capital Stab Account for 800 capacity goal
68	7300	FUNC: Acq & Improve Of Equip - 7300	\$65,000	\$65,000	\$65,000	0.00%	
69	7350	FUNC: Capital Technology - 7350	\$0	\$0	\$0	0.00%	
70	7400	FUNC: Replace Of Equipment - 7400	\$0	\$0	\$0	0.00%	
71	7500	FUNC: Acquisition Of Motor Veh - 7500	\$0	\$0	\$0	0.00%	
72	7600	FUNC: Replace Of Motor Vehicle - 7600	\$0	\$0	\$0	0.00%	
73	SUB-TOTAL - 7000		\$155,000	\$420,000	\$265,000	170.97%	
74	8100	FUNC: Debt Retire Principal - 8100	\$1,439,869	\$2,779,866	\$1,339,997	93.06%	Building Debt
75	8190	FUNC: Interest-Bonds - 8190	\$0	\$0	\$0	0.00%	
76	8600	FUNC: Debt Service/Other - 8600	\$3,652,516	\$3,709,305	\$56,789	1.55%	Building Debt
77	SUB-TOTAL - 8000		\$5,092,385	\$6,489,171	\$1,396,786	27.43%	
78	9300	FUNC: Tuition to Non-Public Schools- 9300	\$10,000	\$20,000	\$10,000	100.00%	Spec Ed and related evaluation services
79	9400	FUNC: Payments To Collab'S - 9400	\$0	\$0	\$0	0.00%	
80	SUB-TOTAL - 9000		\$10,000	\$20,000	\$10,000	100.00%	
81	TOTAL		\$25,502,946	\$27,640,588	\$2,137,642	8.38%	



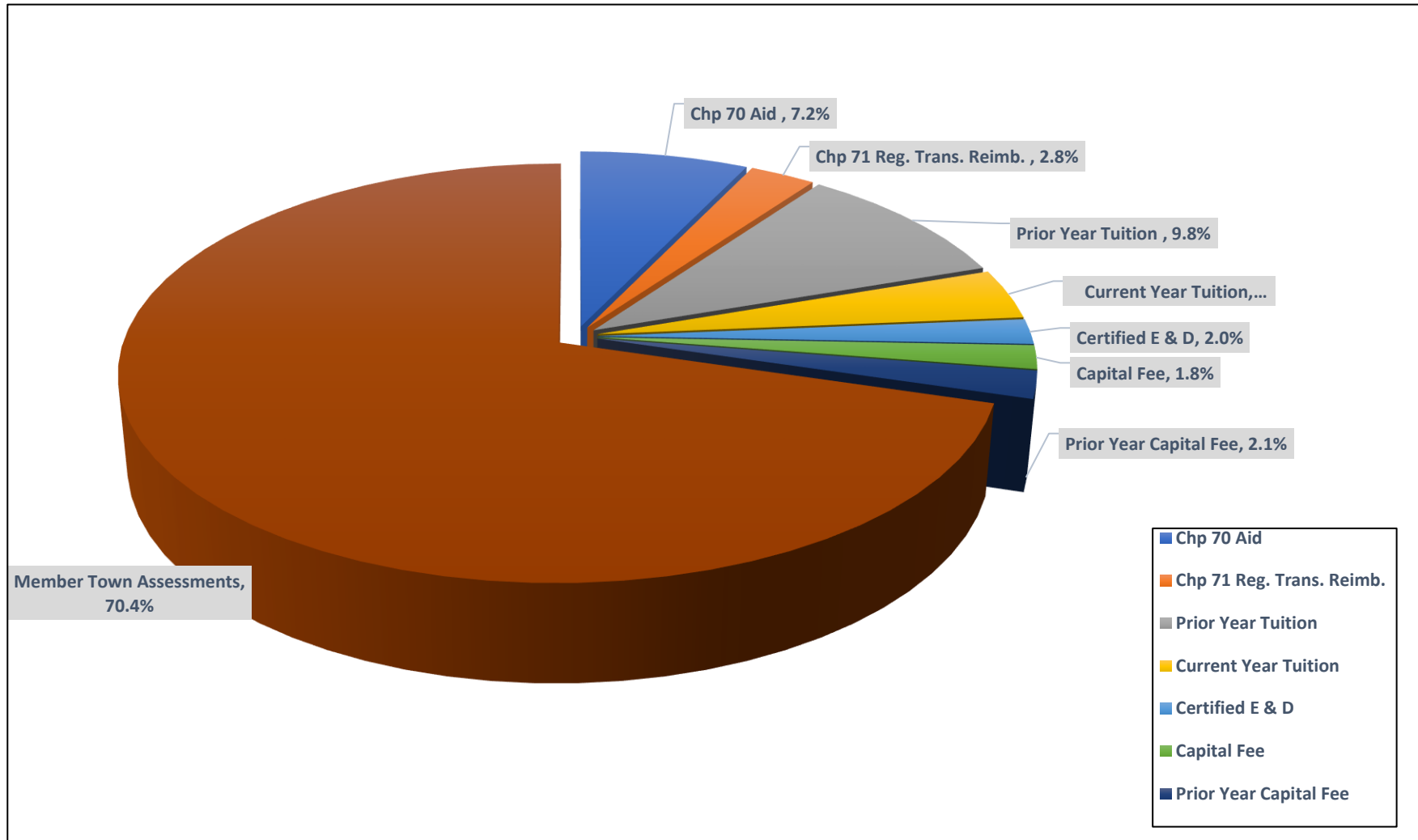
MINUTEMAN
HIGH SCHOOL REVOLUTIONIZED

SUPPLEMENTARY

FINANCIAL INFORMATION



FY22 Revenue Plan By Funding Source



FY21 FY22 REVENUE DIFFERENCE

REVENUE SOURCE	FY2021 BUDGET	FY2022 PROPOSED	FY21-FY22 DIFFERENCE
Assessments	\$17,337,416	\$19,461,392	\$2,123,976
Chapter 70 Aid	\$2,095,633	\$1,986,977	-\$108,656
Transportation Reimbursement	\$977,179	\$776,382	-\$200,797
Prior Year Tuition	\$3,048,695	\$2,695,837	-\$352,858
Current Year Tuition	\$600,000	\$1,080,000	\$480,000
E & D Budget Appropriation	\$540,000	\$540,000	\$0
Current Year Nonresident Capital Fee	\$904,023	\$508,033	-\$395,990
Prior Year Nonresident Capital Fee	\$0	\$591,967	\$591,967
TOTAL	\$25,502,946	\$27,640,588	\$2,137,642

GRANT FUNDING - FY16 TO FY21

GRANT TYPE	FY2016	FY2017	FY2018*	FY2019	FY2020	FY2021
Federal Competitive Grants (CvRF Municipal Grants)	\$0	\$10,000	\$0	\$0	\$0	\$210,226
Federal Entitlement Grants**	\$712,278	\$647,145	\$530,214	\$535,771	\$564,871	\$746,135
TOTAL FEDERAL GRANTS RECEIVED	\$712,278	\$657,145	\$530,214	\$535,771	\$564,871	\$956,361
State Competitive Grants	\$5,100	\$507,716	\$200	\$558,200	\$0	\$300,000
TOTAL STATE GRANTS RECEIVED	\$5,100	\$507,716	\$200	\$558,200	\$0	\$300,000
Other Competitive Grants	\$588,971	\$108,172	\$0	\$0	\$0	\$0
TOTAL OTHER GRANTS RECEIVED	\$588,971	\$108,172	\$0	\$0	\$0	\$0
TOTAL GRANT FUNDS RECEIVED	\$1,306,349	\$1,273,033	\$530,414	\$1,093,971	\$564,871	\$1,256,361

*FY18 Partial Year

**Federal Entitlement Grants are enrollment driven.

(Perkins Funding used for Salary, Equipment and Professional Development)

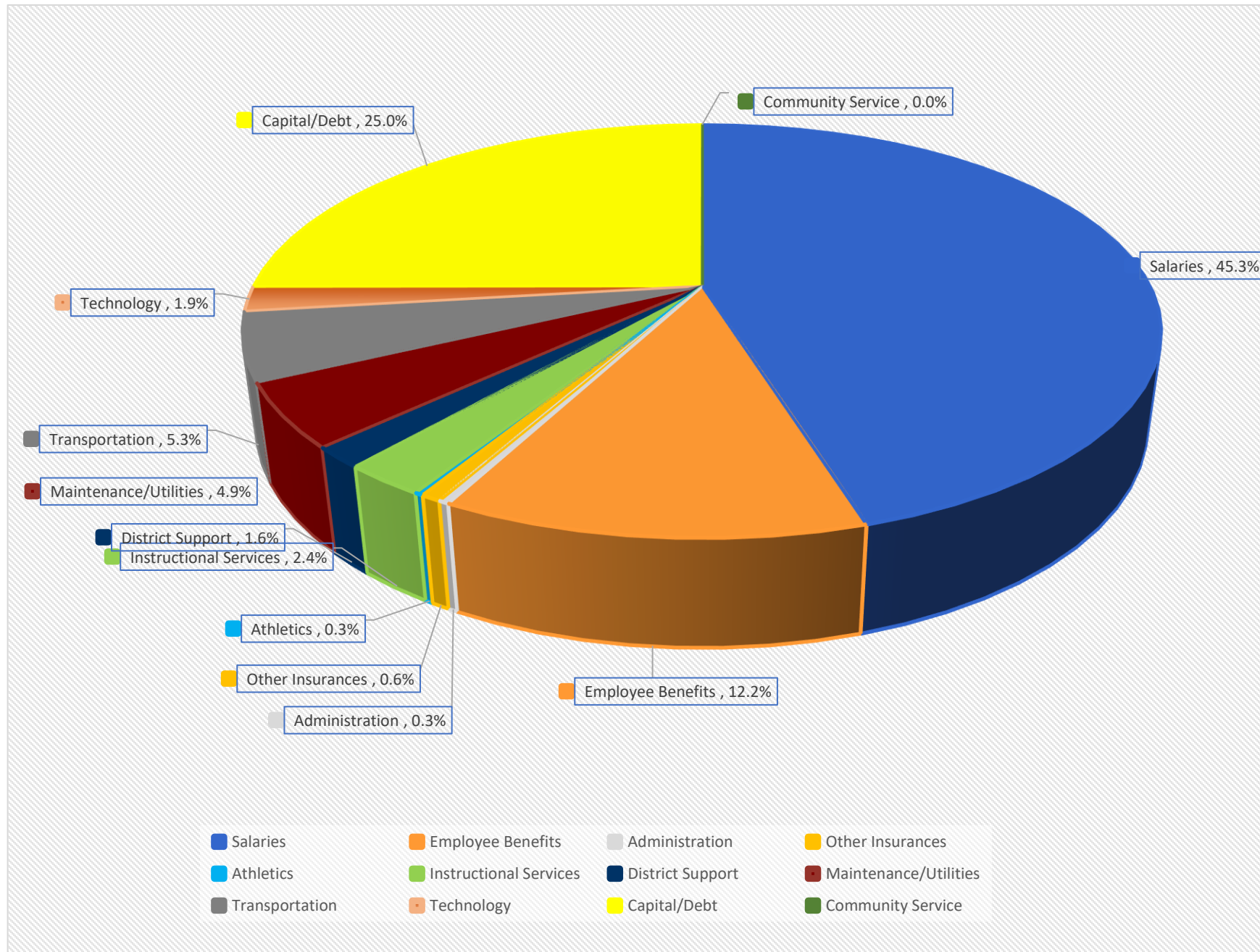
STABILIZATION FUND

BALANCE AS OF 6/30/2017	\$351,825.03
ADDITIONAL APPROPRIATIONS	\$100,000.00
INTEREST REVENUE	\$6,374.99
BALANCE AS OF 6/30/2018	\$458,200.02
ADDITIONAL APPROPRIATIONS	\$300,000.00
INTEREST REVENUE	\$17,432.28
BALANCE AS OF 6/30/2019	\$775,632.30
ADDITIONAL APPROPRIATIONS	\$85,000.00
INTEREST REVENUE	\$13,347.17
EXPENDITURES/ENCUMBRANCES	-\$292,912.67
BALANCE AS OF 6/30/2020	\$581,066.80
ADDITIONAL APPROPRIATIONS	\$700,000.00
INTEREST REVENUE	\$1,562.93
BALANCE AS OF 12/30/2020	\$1,282,629.73
ADDITIONAL APPROPRIATIONS	\$350,000.00
PROJECTED EXPENDITURES	-\$1,200,000.00
PROJECTED FY22 BALANCE	\$432,629.73

FY22 PROPOSED BUDGET BY STATE FUNCTION CODE

ACCOUNT CODE	ACCOUNT DESCRIPTION	FY19 ACTUAL	FY2020 BUDGET	FY2021 BUDGET	FY2022 PROPOSED BUDGET	DIFFERENCE
1000	Administration	\$1,495,025	\$1,507,349	\$1,633,590	\$1,703,303	\$69,713
2000	Student Instructional Services	\$9,893,929	\$10,332,879	\$10,869,565	\$11,114,577	\$245,012
3000	Student Services	\$1,950,267	\$2,004,399	\$2,302,396	\$2,185,986	(\$116,410)
4000	Operation & Maintenance	\$1,586,474	\$1,747,498	\$1,680,185	\$2,074,163	\$393,978
5000	Insurance, Retirement, Leases	\$2,784,943	\$3,236,872	\$3,679,825	\$3,553,389	(\$126,436)
6000	Community Services	\$100,000	\$100,000	\$80,000	\$80,000	\$0
7000	Asset Acquisition & Improvement	\$418,323	\$205,000	\$155,000	\$420,000	\$265,000
8000	Debt Service	\$2,614,158	\$3,614,833	\$5,092,385	\$6,489,171	\$1,396,786
9000	Tuition Payments	\$34,208	\$20,000	\$10,000	\$20,000	\$10,000
GENERAL FUND		\$20,877,327	\$22,768,830	\$25,502,946	\$27,640,588	\$2,137,642

FY22 Budget By Expense Catagory



FY22 Estimated Revenue Plan - Version 10.0 January 26, 2021

	FY21	FY22	Difference	% Chg.
Operating Budget	20,255,561	20,731,416	475,855	2.35%
Capital Equipment/Leases	675,453	1,134,679	459,226	67.99%
Sub-Total	20,931,014	21,866,095	935,081	4.47%
Building Project - Debt Service (1)	4,571,932	5,774,493	1,202,561	26.30%
Total Operating & Capital Budget	25,502,946	27,640,588	2,137,642	8.38%
<u>Non-Assessment Revenue:</u>				
Chp. 70 Aid	2,095,633	1,986,977	(108,656)	-5.18%
Chp. 71 Reg. Trans. Reimb.	977,179	776,382	(200,797)	-20.55%
Prior Year Tuition	3,048,695	2,695,837	(352,858)	-11.57%
Current Year Tuition	600,000	1,080,000	480,000	80.00%
Certified E & D	540,000	540,000	-	0.00%
Current Year Nonresident Capital Fee	904,023	508,033	(395,990)	-43.80%
Prior Year Nonresident Capital Fee	-	591,967	591,967	0.00%
Total Non-Assessment Revenue	8,165,530	8,179,196	13,666	0.17%
Required Member Town Assessments	17,337,416	19,461,392	2,123,976	12.25%
<u>Assessment Allocation by Category:</u>				
Minimum Required Contribution	6,301,553	7,012,360	710,807	11.28%
Transportation Budget	509,236	694,248	185,012	36.33%
ESCO Lease Assessment (2)	520,453	535,137	14,684	2.82%
Capital Equipment/Leases/Athletic Fields	155,000	599,542	444,542	286.80%
Assessments over Minimum Contribution	6,183,265	5,945,612	(237,653)	-3.84%
Building Project - Debt Assessment	3,667,909	4,674,493	1,006,584	27.44%
Total Assessments	17,337,416	19,461,392	2,123,976	12.25%

(1) - A debt exclusion override was voted on this debt in the following towns: Acton, Arlington, Bolton, Concord, Dover, Lancaster and Stow. The other two member districts (Lexington and Needham) are funding debt through their general funds.

(2) - Annual ESCO Lease assessments include the proportionate share due from the seven (7) towns that have withdrawn from the district.



FY22 ASSESSMENT - VERSION 10.0

January 26, 2021

Total Required Assessments:		
Budget Assessment		
Required Minimum Contribution	\$	7,012,360
Operating Portion	\$	5,945,612
Transportation	\$	1,470,630
LESS: Reg. Trans. Reimb.	\$	(776,382)
Debt and Capital Portion	\$	5,809,172
Total Budget Assessment	\$	19,461,392
Special Programs Assessment ¹	\$	-
Total All Assessments	\$	19,461,392

Town/City	Operating Assessment										Debt/Capital	Total Budget Assessment	Special Programs Assessment ¹			FY22 Total All Assessments	FY21 Assessments	Change - FY21 over FY20
	State Required Minimum Assessment ²				Choice Adjustment	Transportation & Remaining Assessment Per District Agreement				Total Operating Assessment ⁴	Total Debt & Capital Assessment s		Post-Graduate Assessment		Middle School			
	State Foundation Enrollment (incl. Post Second stds.)	MM Foundation Budget @ \$20193.44/ Student	State-Mandated Municipal Contribution %	ESTIMATED State Required Minimum Assessment ²		Total Grade 9-12 Enrollment ³	Transportation & Operating Assessment Share	Transportation Assessment Share	Total Remaining Operating Assessment				Post-Grad Students ³	Post-Grad Assessment @ \$3,800/Student	Total Middle School Assessment			
Acton	61	\$ 1,231,800	72.34%	891,059	\$ 19,091	40.75	10.83%	75,216	\$ 642,089	\$ 1,627,455	\$ 562,418	\$ 2,189,873	0	\$ -	\$ -	\$ 2,189,873	\$ 1,732,983	\$ 456,890
Arlington	175	\$ 3,533,852	68.47%	2,419,638	\$ -	136.25	36.22%	251,489	\$ 2,146,862	\$ 4,817,989	\$ 1,977,467	\$ 6,795,456	0	\$ -	\$ -	\$ 6,795,456	\$ 6,113,371	\$ 682,085
Belmont	0	\$ -		-	\$ -	0.00	0.00%	-	\$ -	\$ -	\$ 41,381	\$ 41,381	0	\$ -	\$ -	\$ 41,381	\$ 46,356	\$ (4,975)
Bolton	17	\$ 343,288	72.12%	247,580	\$ -	12.00	3.19%	22,149	\$ 189,081	\$ 458,811	\$ 205,598	\$ 664,408	0	\$ -	\$ -	\$ 664,408	\$ 591,917	\$ 72,491
Boxborough	0	\$ -		-	\$ -	0.00	0.00%	-	\$ -	\$ -	\$ 4,702	\$ 4,702	0	\$ -	\$ -	\$ 4,702	\$ 5,268	\$ (566)
Carlisle	0	\$ -		-	\$ -	0.00	0.00%	-	\$ -	\$ -	\$ 4,702	\$ 4,702	0	\$ -	\$ -	\$ 4,702	\$ 5,268	\$ (566)
Concord	29	\$ 585,610	74.18%	434,410		23.00	6.11%	42,453	\$ 362,406	\$ 839,269	\$ 450,015	\$ 1,289,284	0	\$ -	\$ -	\$ 1,289,284	\$ 1,213,873	\$ 75,411
Dover	4	\$ 80,774	91.09%	73,580	\$ -	2.00	0.53%	3,692	\$ 31,514	\$ 108,785	\$ 97,513	\$ 206,298	0	\$ -	\$ -	\$ 206,298	\$ 137,416	\$ 68,882
Lancaster	56	\$ 1,130,833	62.24%	703,811	\$ -	52.00	13.83%	95,981	\$ 819,353	\$ 1,619,145	\$ 663,631	\$ 2,282,776	0	\$ -	\$ -	\$ 2,282,776	\$ 2,195,473	\$ 87,303
Lexington	77	\$ 1,554,895	74.41%	1,156,993	\$ -	59.38	15.79%	109,594	\$ 935,559	\$ 2,202,146	\$ 927,892	\$ 3,130,038	0	\$ -	\$ -	\$ 3,130,038	\$ 2,863,147	\$ 266,891
Lincoln	0	\$ -		-	\$ -	0.00	0.00%	-	\$ -	\$ -	\$ 7,524	\$ 7,524	0	\$ -	\$ -	\$ 7,524	\$ 8,428	\$ (904)
Needham	28	\$ 565,416	75.38%	426,184	\$ -	22.50	5.98%	41,530	\$ 354,528	\$ 822,242	\$ 408,045	\$ 1,230,287	0	\$ -	\$ -	\$ 1,230,287	\$ 1,099,935	\$ 130,352
Stow	44	\$ 888,511	74.18%	659,105	\$ -	28.25	7.51%	52,144	\$ 445,129	\$ 1,156,378	\$ 424,426	\$ 1,580,804	0	\$ -	\$ -	\$ 1,580,804	\$ 1,286,053	\$ 294,751
Sudbury	0	\$ -		-	\$ -	0.00	0.00%	-	\$ -	\$ -	\$ 20,691	\$ 20,691	0	\$ -	\$ -	\$ 20,691	\$ 23,178	\$ (2,487)
Wayland	0	\$ -		-	\$ -	0.00	0.00%	-	\$ -	\$ -	\$ 6,583	\$ 6,583	0	\$ -	\$ -	\$ 6,583	\$ 7,375	\$ (792)
Weston	0	\$ -		-	\$ -	0.00	0.00%	-	\$ -	\$ -	\$ 6,583	\$ 6,583	0	\$ -	\$ -	\$ 6,583	\$ 7,375	\$ (792)
TOTAL	491	\$ 9,914,979	70.72%	\$ 7,012,360	\$ 19,091	376.13	100.00%	\$ 694,248	\$ 5,926,521	\$ 13,652,220	\$ 5,809,172	\$ 19,461,391	0	\$ -	\$ -	\$ 19,461,391	\$ 17,337,416	\$ 2,123,975

Footnotes:

1. Special Programs Assessment provides funding for the Middle School Program to those communities that offer the program. Middle School Program Discontinued 6/30/20 except Acton Boxborough. Assessment paid by AB School District.
2. The State Required Minimum Assessments are based on Governor's budget released December, 2020.
3. All student enrollment numbers are based on most recent 4 year rolling average of enrollments as of October 1st. Does not include Belmont who withdrew from district 6/30/20.
4. The Total Operating Assessment equals the sum of the State Required Minimum assessment, the Transportation assessment, the Choice adjustment, and the remaining allocated assessment per the District Agreement.
5. Annual ESCO Lease assessments include the proportionate share due from the six towns that withdrew from the district effective July 1, 2017 and the Belmont withdrawal 6/30/20.

**Minuteman Regional School District
FY22 Capital Assessment - Version 10.0**

	DEBT ALLOCATION - PRIOR TO 12/10/2015			DEBT AND CAPITAL ALLOCATION						NEW BUILDING CONSTRUCTION DEBT SERVICE ALLOCATION						TOTAL
	Enrollment (Min. of 5 Students)			Enrollment Basis			Chapter 70 - Combined Effort Basis		Capital Base Cont. Basis	Enrollment Basis			Chapter 70 - Combined Effort Basis		Capital Base Cont. Basis	
Town	Enrollment October 1, 2020 (Min. of 5 Students)	Enrollment Method Debt/Capital Assessment Share	ESCO Project	4 Yr. Rolling Ave. Enrollment Debt/Capital Assessment	FY18 Debt/Capital Assessment Share	Enrollment - 4 year rolling Average	Combined Effort Capital Assessment Share	Chapter 70 - Combined Effort	Capital Base Contribution	4 Yr. Rolling Ave. Enrollment Debt/Capital Assessment	FY18 Debt/Capital Assessment Share	Enrollment - 4 year rolling Average	Combined Effort Capital Assessment Share	Chapter 70 - Combined Effort	Capital Base Contribution	Capital Assessment
Action	59.0	10.37%	\$55,489	40.8	10.83%	\$32,478	7.79%	\$19,154	\$5,995	40.8	10.83%	\$253,221	7.79%	\$149,337	\$46,745	\$562,418
Arlington	170.0	29.88%	\$159,883	136.3	36.22%	\$108,591	37.44%	\$92,033	\$5,995	136.3	36.22%	\$846,660	37.44%	\$717,560	\$46,745	\$1,977,467
Belmont	44.0	7.73%	\$41,381	0.0	0.00%	\$0	0.00%	\$0	\$0	0.0	0.00%	\$0	0.00%	\$0	\$0	\$41,381
Bolton	15.0	2.64%	\$14,107	12.0	3.19%	\$9,564	2.53%	\$6,209	\$5,995	12.0	3.19%	\$74,568	2.53%	\$48,409	\$46,745	\$205,598
Boxborough	5.0	0.88%	\$4,702	0.0	0.00%	\$0	0.00%	\$0	\$0	0.0	0.00%	\$0	0.00%	\$0	\$0	\$4,702
Carlisle	5.0	0.88%	\$4,702	0.0	0.00%	\$0	0.00%	\$0	\$0	0.0	0.00%	\$0	0.00%	\$0	\$0	\$4,702
Concord	25.0	4.39%	\$23,512	23.0	6.11%	\$18,331	9.83%	\$24,158	\$5,995	23.0	6.11%	\$142,922	9.83%	\$188,351	\$46,745	\$450,015
Dover	5.0	0.88%	\$4,702	2.0	0.53%	\$1,594	1.20%	\$2,961	\$5,995	2.0	0.53%	\$12,428	1.20%	\$23,087	\$46,745	\$97,513
Lancaster	56.0	9.84%	\$52,667	52.0	13.83%	\$41,444	8.96%	\$22,014	\$5,995	52.0	13.83%	\$323,129	8.96%	\$171,636	\$46,745	\$663,631
Lexington	71.0	12.48%	\$66,775	59.4	15.79%	\$47,322	18.13%	\$44,573	\$5,995	59.4	15.79%	\$368,957	18.13%	\$347,525	\$46,745	\$927,892
Lincoln	8.0	1.41%	\$7,524	0.0	0.00%	\$0	0.00%	\$0	\$0	0.0	0.00%	\$0	0.00%	\$0	\$0	\$7,524
Needham	27.0	4.75%	\$25,393	22.5	5.98%	\$17,932	7.96%	\$19,571	\$5,995	22.5	5.98%	\$139,815	7.96%	\$152,593	\$46,745	\$408,045
Stow	43.0	7.56%	\$40,441	28.3	7.51%	\$22,515	6.16%	\$15,140	\$5,995	28.3	7.51%	\$175,546	6.16%	\$118,044	\$46,745	\$424,426
Sudbury	22.0	3.87%	\$20,691	0.0	0.00%	\$0	0.00%	\$0	\$0	0.0	0.00%	\$0	0.00%	\$0	\$0	\$20,691
Wayland	7.0	1.23%	\$6,583	0.0	0.00%	\$0	0.00%	\$0	\$0	0.0	0.00%	\$0	0.00%	\$0	\$0	\$6,583
Weston	7.0	1.23%	\$6,583	0.0	0.00%	\$0	0.00%	\$0	\$0	0.0	0.00%	\$0	0.00%	\$0	\$0	\$6,583
Total	569.0	100.00%	\$535,137	376.1	100.00%	\$299,771	50%	\$245,812	\$53,959	376.1	100.00%	\$2,337,246	50%	\$1,916,542	\$420,704	\$5,809,172

Capital Allocation - 9 Towns				
	Enrollment	Combined Effort	Capital Base Con.	
Prior to 12/10/16	50.0%	41.0%	9.0%	100.0%
ESCO	\$535,137			
After to 12/10/16				
Debt & Capital	\$599,542	\$299,771	\$245,812	\$53,959 -
Capital Allocation - 9 Towns				
	Enrollment	Combined Effort	Capital Base Con.	
After to 12/10/16	50.0%	41.0%	9.0%	100.0%
Debt & Capital	\$4,674,493	\$2,337,246	\$1,916,542	\$420,704 -

Capital Allocation by Method				
Purpose	Debt Prior to 12/10/16	Capital/Leases	Sch. Debt	TOTAL DEBT
Building Improvements (Maint. & Equip.)		5,000		5,000
Copier Leases		65,000		65,000
\$36M Const. Bond - Debt Service Due			2,008,731	2,008,731
\$46M Const. Bond - Debt Service Due			2,876,769	2,876,769
Principal & Interest Payment - ESCO Lease	535,137			535,137
\$5.7M Final Const +Fields Projected Debt Service		179,542	324,930	504,472
\$4M Const. Bond - Dept Service Due			-	-
\$12M Const. Bond - Debt Service Due			564,063	564,063
Stabilization Fund		350,000		350,000
LESS: Prior Year Capital Fee Revenue			(591,967)	(591,967)
LESS: Current Year Capital Fee Revenue			(508,033)	(508,033)
Total - Debt & Capital	535,137	599,542	4,674,493	5,809,172

Calculation Factor - Capital Base Contribution Per Community
1.00%

**Minuteman Regional School District
FY22 Capital Assessment - Version 10.0**

Debt & Capital Assessment														
Enrollment- Based on 4 year Rolling Average					Min Of 1			Calculation Factor - Ch. 70 Combined Effort Capital Allocation						
Debt & Capital	Enrollment Count as of October 2020	Enrollment Count as of October 2019	Enrollment Count as of October 2018	Enrollment Count as of October 2017	Total Enrollment Operating Costs	Total Enrollment Debt/Capital Costs	Percent of Enrollment		Enrollment 4 year Rolling Average	FY21 Total Foundation Enrollment	MM Enrollment ÷ Community Foundation Enrollment	FY22 Total Combined Effort Yield	TOTAL - Combined Effort Yield @ Minuteman	Combined Effort Capital Assessment Share
Acton	59	39	32	33	40.75	40.75	10.83%	Acton	40.8	4,479	0.91%	40,416,470	367,710	7.79%
Arlington	170	142	119	114	136.25	136.25	36.22%	Arlington	136.3	6,237	2.18%	80,878,987	1,766,837	37.44%
Bolton	15	11	11	11	12.00	12.00	3.19%	Bolton	12.0	1,019	1.18%	10,121,769	119,196	2.53%
Concord	25	25	25	17	23.00	23.00	6.11%	Concord	23.0	3,113	0.74%	62,770,897	463,775	9.83%
Dover	4	3	0	1	2.00	2.00	0.53%	Dover	2.0	1,193	0.17%	33,908,956	56,847	1.20%
Lancaster	56	55	47	50	52.00	52.00	13.83%	Lancaster	52.0	995	5.23%	8,086,630	422,618	8.96%
Lexington	71	61	52	53.5	59.38	59.38	15.79%	Lexington	59.4	7,347	0.81%	105,884,162	855,706	18.13%
Needham	27	22	21	20	22.50	22.50	5.98%	Needham	22.5	5,778	0.39%	96,486,573	375,727	7.96%
Stow	43	36	19	15	28.25	28.25	7.51%	Stow	28.3	1,175	2.40%	12,089,306	290,658	6.16%
Total	470	394	326	314.5	376.13	376.13	100.00%	Total	376.1	31,336	14.01%	450,643,750	4,719,072	100.00%

New Building Design & Constuction Debt Service Assessment														
Enrollment- Based on 4 year Rolling Average					Min Of 1			Calculation Factor - Ch. 70 Combined Effort Capital Allocation						
Debt Service Assessed to 9 Towns	Enrollment Count as of October 2020	Enrollment Count as of October 2019	Enrollment Count as of October 2018	Enrollment Count as of October 2017	Total Enrollment Operating Costs	Total Enrollment Debt/Capital Costs	Percent of Enrollment		Enrollment 4 year Rolling Average	FY22 Total Foundation Enrollment	MM Enrollment ÷ Community Foundation Enrollment	FY22 Total Combined Effort Yield	TOTAL - Combined Effort Yield @ Minuteman	Combined Effort Capital Assessment Share
Acton	59	39	32	33	40.75	40.75	10.83%	Acton	40.8	4,479	0.91%	40,416,470	367,710	7.79%
Arlington	170	142	119	114	136.25	136.25	36.22%	Arlington	136.3	6,237	2.18%	80,878,987	1,766,837	37.44%
Bolton	15	11	11	11	12.00	12.00	3.19%	Bolton	12.0	1,019	1.18%	10,121,769	119,196	2.53%
Concord	25	25	25	17	23.00	23.00	6.11%	Concord	23.0	3,113	0.74%	62,770,897	463,775	9.83%
Dover	4	3	0	1	2.00	2.00	0.53%	Dover	2.0	1,193	0.17%	33,908,956	56,847	1.20%
Lancaster	56	55	47	50	52.00	52.00	13.83%	Lancaster	52.0	995	5.23%	8,086,630	422,618	8.96%
Lexington	71	61	52	53.5	59.38	59.38	15.79%	Lexington	59.4	7,347	0.81%	105,884,162	855,706	18.13%
Needham	27	22	21	20	22.50	22.50	5.98%	Needham	22.5	5,778	0.39%	96,486,573	375,727	7.96%
Stow	43	36	19	15	28.25	28.25	7.51%	Stow	28.3	1,175	2.40%	12,089,306	290,658	6.16%
Total	470	394	326	314.5	376.13	376.13	100.00%	Total	376.1	31,336	14.01%	450,643,750	4,719,072	100.00%

Enrollment Allocation for Debt/Capital - Prior to 12/15/15					Percent Allocation (col. D)	
					(col. B)	(col. C)
Town	Foundation Enrollment 10/1/20	LESS: Post-Secondary Enrollment	PLUS: AM Students (.5 FTE)	PLUS: Enrollment Adj. (Min. Of 5)	TOTAL - 10.1.20 Adj. Enrollment	Debt/Capital Assessment Share
Acton	61	-2			59	10.37%
Arlington	175	-5			170	29.88%
Belmont	44				44	7.73%
Bolton	17	-2			15	2.64%
Boxborough	5				5	0.88%
Carlisle	5				5	0.88%
Concord	29	-4			25	4.39%
Dover	4			1	5	0.88%
Lancaster	56				56	9.84%
Lexington	77	-6			71	12.48%
Lincoln	8				8	1.41%
Needham	28	-1			27	4.75%
Stow	44	-1			43	7.56%
Sudbury	22				22	3.87%
Wayland	7				7	1.23%
Weston	7				7	1.23%
Total	589	-21	0	1	569	100.00%

GLOSSARY

TERMS	DEFINITION
ASSESSMENT	Our 9 member towns support the Minuteman budget by paying an assessment determined by the regional agreement document. DESE sets the minimum local contribution amount each town must pay and any amount over that minimum is apportioned according to the regional agreement which currently is operational share of enrollment on the previous October 1.
PPI	Progress and Performance Index (PPI): The PPI combines information about narrowing proficiency gaps, growth, and graduation and dropout rates over multiple years into a single number. All districts, schools, and student subgroups receive an annual PPI based on improvement over a two-year period and a cumulative PPI between 0 and 100 based on four years of data.
Capital Fee	Capital construction costs approved under the requirements of 603 CMR 4.03(6)(b)(4)
CHAPTER 74	Mass General Law that governs vocational education programs in Massachusetts.
CHOICE	Minuteman no longer accepts School Choice students. Student who attended Minuteman and then chose to attend another public high school (not their home town) that accepts school choice students.
CTE	Career & Technical Education
DESE	Department of Elementary and Secondary Education. (Formerly DOE)
DOE	Federal Department of Education
FTE	Full time equivalent - used as a standard basis of measure for student and staff figures
GENERAL ADVISORY COUNCIL	Council of volunteer business & industry representatives that advises the career and technical programs on current equipment needs, labor/market trends, employability skills, new industry development needs.
HEADCOUNT ENROLLMENT	Number of actual student body (heads) enrolled.
HEALTH TRUST	Minuteman is one of 4 regional vocational schools to be a member of Mass Bay Health Care Trust. The Trust has greater purchasing power to obtain better rates than any one of our schools alone. Each school is represented by 2 labor representatives and 2 management representatives who are voting Trustees.
INCLUSION	A program which aims to include more children with special needs in the general classroom rather than keeping them in a separate classroom setting or offering special services on a pull-out basis.
LEA	Local Education Agency: i.e. the individual local school district. Minuteman Regional is a LEA. Within the School Department the term is used to identify the operating budget exclusive of grants, capital funding, revolving accounts or expenses which might be funded through other parts of the Town's budget.
MCAS	Massachusetts Comprehensive Assessment System: As required by the Education Reform Law of 1993, MCAS was implemented to annually test all public school students across the Commonwealth in order to measure and report performance based on the Curriculum Frameworks learning standards. Students must pass the MCAS tests as one condition for earning a high school diploma.
MIDDLE SCHOOL TECHNOLOGY PROGRAM	Currently 1 school has elected to have Minuteman operate a technology program in their Middle School to expose students to engineering. All operational costs are each individual town program is fully borne by that town.
MTI	Minuteman Technical Institute
MSBA	Massachusetts School Building Authority; this is the state's building assistance organization.

GLOSSARY

TERMS	DEFINITION
NCLB	No Child Left Behind Act enacted by federal law in 2001.
NEASC	New England Association of School and Colleges: the organization that accredits high schools.
NON-RESIDENT TUITION	MGL Chapter 74 allows students who live in MA and do not live in one of our 9 member towns to attend Minuteman and their town must pay the tuition rate set by Minuteman school committee (maximum \$ determined by DESE) as well as pay to transport the student to Minuteman.
OCTOBER 1 COUNT	DESE official census data is based on the October 1st enrollment data
PERKINS FUNDS	The Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV) is a source of federal funding to states and district grantees.
POST GRADUATE (PG)	Post Graduate students who attend vocational programs along with our grade 9-12 students in certain areas. PG students do not attend academic classes. PG Students from non-member towns pay 100% of their own tuition; PG students from our 9 member towns will pay 50% of tuition costs.
POST SECONDARY	Post Secondary are adult learners who attend only vocational program classes, not academic classes, in a separate adult only classroom format.
PT/OT	Physical Therapy/Occupational Therapy (provided to some Special Needs students as part of their individual educational plans).
OTHER POSTEMPLOYMENT BENEFITS (OPEB)	This is health insurance benefits provided to Minuteman retired employees. Government Accounting Standards require that the district financial statements report these benefits on an accrual basis rather than on a pay-as-you-go basis.
REGIONAL AGREEMENT	Document that governs Minuteman operations, funding and membership.
SCHOOL IMPROVEMENT COUNCIL	A Council of parents, teachers and community representatives that advise the school principal on ways in which the school may be improved. School councils were created under the terms of the Education Reform Act of 1993.
CAPITAL STABILIZATION FUND	Minuteman has established a stabilization fund, The purpose of the fund is to set aside money for future capital projects. Appropriations from this account require a two-thirds vote of all members of the School Committee.
VOC ED	Vocational Education which provides career and technical training in 18 different career majors (in 2 academies)
YOUTH PROGRAMS	During the summer, February/April vacations and specified Saturdays, a number of youth enrichment classes are offered to students in grades 1-8 for a nominal fee paid by the parents to support the program costs.

Long Range Planning Discussion

Arlington Finance Committee

Prepared by George Kocur

Version 2

February 24, 2021

Purpose and Limitations

- Purpose:
 - Facilitate discussion
- Limitations:
 - No recommendations are made
 - Options and impacts are presented
 - Some options may not be feasible
 - Some options may not be good ideas
 - This was put together on a Sunday afternoon. It is not a precise financial analysis.
- Presentation:
 - Annotated spreadsheets first
 - Text of the discussion items later

Arlington Overrides and Budgets, 2005-2028

- Spreadsheets cover the timespan of the three previous overrides (2005, 2011 and 2019), to try to understand what was different then and now.
- Three past overrides in this period:
 - 2005 for \$6 million
 - 2011 for \$6.4 million
 - 2019 for \$5.5 million
- Possible override in or near 2024: three cases are shown
- Spreadsheets show summary school and town spending by year
 - Rounded to the nearest \$1 million
 - Largest budget items shown. Small items in “other”.
 - Override stabilization fund appropriations, uses, and fund balance shown
 - FY 05-21 numbers from Long Range Projections in past Finance Committee annual reports
 - FY 22-26 numbers from Long Range Plan (February 17, 2021 version)
 - FY 27-28 numbers projected based on FY22-26 trends

Arlington Summary Spreadsheet, 2005-2028

Base case: No override in 2024

(\$millions)	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Revenue																								
State aid		17	18	18	18	17	16	16	16	20	20	21	21	19	21	23	23	24	24	24	24	24	24	24
Local receipts		8	8	9	9	8	9	9	8	8	9	9	9	9	9	10	8	9	9	10	10	10	11	11
Property tax	66	74	77	79	81	83	86	95	98	102	105	109	112	117	124	133	138	140	142	146	150	154	158	162
Override stablization fund		0	0	0	0	3	2	0	0	0	0	0	0	0	3	0	2	6	11	8	0	0	0	0
Other (free cash, etc.)		2	2	1	3	3	1	1	4	3	2	3	5	8	4	6	7	6	5	4	4	5	5	5
Total		101	105	107	111	114	114	121	126	133	136	142	147	153	161	172	178	185	191	192	188	193	198	202
Expenses/appropriations																								
School-general		24	25	27	27	28	28	29	30	31	33	35	37	39	44	46	50	53	56	59	62	65	68	71
School-special		10	10	10	11	11	11	13	14	15	16	18	19	20	21	23	25	26	28	30	32	34	36	38
Net town budget		25	26	27	28	28	28	29	29	30	30	32	33	35	36	37	38	39	40	41	43	44	45	46
Pensions, insurance, capital		20	20	20	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41
Override stablization fund		0	2	0	1	0	0	4	4	6	4	3	2	0	0	2	0	0	0	0	0	0	0	0
Other		16	14	13	12	14	13	14	17	18	19	19	18	20	19	22	18	18	16	16	15	19	19	19
Cuts																			-7	-19	-26	-29	-33	
Total		101	105	107	111	114	114	121	126	133	136	142	147	153	161	172	178	185	191	192	188	193	198	202
Prop tax increase		12%	4%	3%	3%	2%	4%	10%	3%	4%	3%	4%	3%	4%	6%	7%	1%	1%	1%	3%	3%	2%	3%	3%
Expenses increase			2%	4%	3%	4%	0%	3%	4%	4%	4%	5%	4%	6%	5%	6%	5%	4%	3%	1%	-2%	3%	3%	2%
Override		6						6.4								5.5			0				???	
Override %		9%						7%								5%			0					
Override fund balance		2	4	4	4	2	0	4	8	14	18	21	23	2	21	26	24	18	8	0	0	0	0	0

Arlington Summary Spreadsheet, 2005-2028

\$25 million override to cover currently projected expenses

(\$millions)	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Revenue																								
State aid		17	18	18	18	17	16	16	16	20	20	21	21	19	21	23	23	24	24	24	24	24	24	24
Local receipts		8	8	9	9	8	9	9	8	8	9	9	9	9	9	10	8	9	9	10	10	10	11	11
Property tax	66	74	77	79	81	83	86	95	98	102	105	109	112	117	124	133	138	140	142	171	175	179	183	187
Override stablization fund		0	0	0	0	3	2	0	0	0	0	0	0	0	3	0	2	6	14	0	0	1	4	8
Other (free cash, etc.)		2	2	1	3	3	1	1	4	3	2	3	5	8	4	6	7	6	5	5	5	5	5	5
Total		101	105	107	111	114	114	121	126	133	136	142	147	153	161	172	178	185	191	210	214	219	227	235
Expenses/appropriations																								
School-general		24	25	27	27	28	28	29	30	31	33	35	37	39	44	46	50	53	56	59	62	65	68	71
School-special		10	10	10	11	11	11	13	14	15	16	18	19	20	21	23	25	26	28	30	32	34	36	38
Net town budget		25	26	27	28	28	28	29	29	30	30	32	33	35	36	37	38	39	40	41	43	44	45	46
Pensions, insurance, capital		26	28	30	32	33	34	32	32	33	34	35	38	39	41	42	47	49	51	53	55	57	59	61
Override stablization fund		0	2	0	1	0	0	4	4	6	4	3	2	0	0	2	0	0	0	11	7	0	0	0
Other		16	14	13	12	14	13	14	17	18	19	19	18	20	19	22	18	18	16	16	15	19	19	19
Cuts																								
Total		101	105	107	111	114	114	121	126	133	136	142	147	153	161	172	178	185	191	210	214	219	227	235
Prop tax increase		12%	4%	3%	3%	2%	4%	10%	3%	4%	3%	4%	3%	4%	6%	7%	4%	1%	1%	20%	2%	2%	2%	2%
Expenses increase			2%	4%	3%	4%	0%	3%	4%	4%	4%	5%	4%	6%	5%	6%	5%	4%	3%	4%	4%	6%	4%	4%
Override		6						6.4								5.5				25				???
Override %		9%						7%								5%				18%				
Override fund balance		2	4	4	4	2	0	4	8	14	18	21	23	23	21	26	24	18	11	18	17	13	5	

Arlington Summary Spreadsheet, 2005-2028

\$15 million override to cover lower projected expenses

(\$millions)	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Revenue																								
State aid		17	18	18	18	17	16	16	16	20	20	21	21	19	21	23	23	24	24	24	24	24	24	24
Local receipts		8	8	9	9	8	9	9	8	8	9	9	9	9	9	10	10	10	11	11	11	12	12	12
Property tax	66	74	77	79	81	83	86	95	98	102	105	109	112	117	124	133	138	140	142	161	165	169	173	177
Override stablization fund		0	0	0	0	3	2	0	0	0	0	0	0	0	3	0	2	3	8	0	0	4	4	8
Other (free cash, etc.)		2	2	1	3	3	1	1	4	3	2	3	5	8	4	6	7	6	5	4	4	5	5	5
Total		101	105	107	111	114	114	121	126	133	136	142	147	153	161	172	178	184	189	200	204	213	218	226
Expenses/appropriations																								
School-general		24	25	27	27	28	28	29	30	31	33	35	37	39	44	46	50	52	55	57	60	63	64	67
School-special		10	10	10	11	11	11	13	14	15	16	18	19	20	21	23	25	26	28	29	31	33	35	37
Net town budget		25	26	27	28	28	28	29	29	30	30	32	33	35	36	37	38	39	39	40	40	41	41	42
Pensions, insurance, capital		26	28	30	32	33	34	32	32	33	34	35	38	39	41	42	47	49	51	53	55	57	59	61
Override stablization fund		0	2	0	1	0	0	4	4	6	4	3	2	0	0	2	0	0	0	5	3	0	0	0
Other		16	14	13	12	14	13	14	17	18	19	19	18	20	19	22	18	18	16	16	15	19	19	19
Cuts-included above																								
Total		101	105	107	111	114	114	121	126	133	136	142	147	153	161	172	178	184	189	200	204	213	218	226
Prop tax increase		12%	4%	3%	3%	2%	4%	10%	3%	4%	3%	4%	3%	4%	6%	7%	4%	1%	1%	13%	2%	2%	2%	2%
Expenses increase			2%	4%	3%	4%	0%	3%	4%	4%	4%	5%	4%	6%	5%	6%	5%	3%	3%	3%	3%	6%	2%	4%
Override		6						6.4								5.5				15				???
Override %		9%						7%								5%				11%				
Override fund balance		2	4	4	4	2	0	4	8	14	18	21	23	23	21	26	24	19	11	16	19	15	11	3
Net expense change required																		1	3	5	7	7	10	10

2019 Override Comments

- The percentage tax increase of overrides has decreased over 2006, 2011 and 2019, from 9% to 7% to 5%.
 - The 2019 override was perhaps too small and promised too much.
 - It is depleting a \$26 million override stabilization fund in 4-5 years.
- The override stabilization fund was large in 2019-- \$21 million-- when the override was voted. This differs from past practice.
 - The 2019 override was effectively a \$10 million override: \$5.5m in the vote, plus the \$21 million in the stabilization fund, which will be spent in 5 years
- The 2019 override was perhaps the first to add services, versus just addressing the structural deficit and avoiding cuts.
 - We may or may not be able to do this again.

Long Term Expense Trends

- The annual expense increase was 0-4% from 2006 to 2015, averaging about 3%.
 - Since 2015 it has been 4-6%, averaging over 5%.
- From 2006-2015, expenses were 0.5% over the 2.5%/year Prop 2 1/2 limit on revenues.
 - Since 2015, expenses have been 2.5%+ over the 2.5%/year Prop 2 1/2 limit
 - We recognize that revenues also include growth and debt exclusions, which effectively raise the limit.
- The difference between the expense growth rate and the Prop 2 1/2 2.5% base increase plus growth has increased significantly.

Smaller Expense Trends

- Local receipts have only grown at half the rate as net town budget.
 - Perhaps the increases are half of what they should be, or they've occurred half as often as they should have.
 - This could create \$1m/year of extra revenue, which we could use.
 - This may be a terrible time to raise fees. Raising fees may be difficult due to state restrictions and other reasons.
- FinCom used to cut budgets by \$1-5 million each year.
 - In the 1990s the Town Manager gave FinCom budgets, but with a revenue estimate that was \$1-5m less, and we would need to meet it.
 - The situation was different in the 1990s than it is now, but that former discipline may have helped keep budgets tighter.
- We currently seem to lack the sort of savior (e.g., NESWC renegotiation, GIC) that flattened budgets in some periods in the past

Larger Expense Trends

- School expenses
 - School expenses grow at approximately 6% per year
 - No analysis here between growth in students and growth in per-student cost
- Net town expenses grow at approximately 3% per year
 - Technology and process changes should be considered
 - A review of services offered, and staffing, with priorities, may be done
- Property tax revenues may slow with lower growth
- If the 2024 override is \$25 million, a 2029 override is more likely to be \$25 million
 - If the 2024 override is \$15 million, a 2029 override is more likely to be \$15 million

2024 Override Options

- Option 1: If override does not pass:
 - Cuts of \$19-33 million in FY25-28, which are 10-15% of the budget
- Option 2: Override for current costs in Long Range Plan
 - \$25 million override to last 4-5 years (versus typical \$6 million in the past)
- Option 3: Override for reduced costs from Long Range Plan
 - \$15 million override to last 4-5 years
 - Increased local receipts of \$1 million per year?
 - School cost growth reduced by \$1 million per year from Long Range Plan?
 - Increase from \$76 million in FY21 to \$94 million in FY26, instead of \$100 million
 - Reducing FY22 budget for enrollment decrease and eliminating “addition”, at start of planning period, could lower the reductions later in the planning period
 - Town cost growth reduced by \$1 million per year from Long Range Plan?
 - Increase from \$38 million in FY21 to \$41 million in FY26, instead of \$46 million

Discussion

[illegible]

[illegible]

--	--	--	--	--